NHS Wales

Workforce Planning

Competence

Framework

Contents page

1. Purpose and background

The Workforce Planning Competence Framework outlines the competences required for workforce planning for different types of job role within NHS Wales. The document can be used in conjunction with the NHS Wales Workforce Planning Capability Self-Assessment Tool to identify the skills and competences relevant to your role to support personal development.

What is the purpose of the Workforce Planning Competence Profile?

- To provide an inclusive framework which describes the skills and competence required to support effective workforce planning for different types of job role within NHS in Wales both now and in the future.
- To help build capability in workforce planning skills across NHS Wales.

Who was it designed for?

- Those who undertake a workforce planning role, or those who aspire to develop a career in workforce planning.
- Individuals currently undertaking workforce planning within their roles - to support their continued learning, development and growth.

How was it developed?

- The workforce planning competence profile was developed through engagement and collaboration with:
  - NHS Wales Workforce Planning Network
  - A broad range of colleagues across the WOD Community in NHS Wales
  - Specialists in Strategic Workforce Planning.

- These different groups provided information about the current and future requirements for workforce planning to support building capability in workforce planning skills across NHS Wales.

- A comprehensive review of both National Occupational Competences for Workforce Planning and existing frameworks across the broader spectrum of competences required to support effective workforce planning. This review was conducted to ensure that the workforce planning competence framework has been aligned to other relevant learning pathways. The review included NHS Wales Compassionate Leadership Principles, CIPD/WOD Profession, The Extended, Advanced and Clinical Practice Framework for Wales and Improvement Cymru Academy. These were alongside the wider National Occupational Standards and Skills for Health Workforce Planning Competences to ensure that the framework is underpinned by the values, principles and wider competence development to support effective workforce planning (see references at the end of this document).

2. Using the Framework

The framework can be used to support individuals at different points in their career as a workforce planner or those who are involved in workforce planning. It is also intended to underpin the national approach to workforce planning in NHS Wales.

How can the framework help me as an individual?

- If you are considering a role in workforce planning – the framework can help you to measure your current capability and experience against that needed to operate at a higher level and where you might choose to focus your development.
- If you are operating as a workforce planner – the framework can help you to both review your current effectiveness and in taking a more targeted approach to growing your capability.
- If you undertake workforce planning as part of your role you can identify areas for further development to support you, both in your role and CPD.

How can the framework help me to lead others in workforce planning?

- If you lead in workforce planning, it can help you to map current skill levels to identify potential gaps in individual/team capabilities to support the development plan for increasing workforce planning capability.

How does the framework underpin a national approach?

The framework has been designed to be applied to a range of different roles. It provides a foundation that supports building capability in workforce planning skills in the context of the NHS Wales approach to workforce planning.

The framework is intended to support and align to the different types of roles and levels summarised in the table overleaf. It provides both information for those considering a career in workforce planning as well as providing a comprehensive framework to support development of workforce planning capability skills at different levels.

3. Framework components

The framework is based upon four different levels of workforce planning roles, these are:

Level and Example job roles*	Examples of type of tasks and activity associated with workforce planning at each level**. *These are examples only as Job roles/titles, tasks and activities may vary across organisations
Foundation Example Job Roles:- Those who support or undertake workforce planning within their role e.g., Service Manager, HR Adviser, Project Planner	• Initiates tasks and processes taking responsibility where relevant in supporting development of a workforce plan within own area. • Demonstrates an understanding and knowledge of workforce planning process, within their own area of expertise. • Identifies and develops effective relationships with stakeholders in the development of a workforce plan. • Identifies and uses a range of information to support the development of a workforce plan. • Identifies factors that can impact the service and workforce within own area of expertise. • Identifies areas for improvement that support workforce planning within own area of expertise. • Identify opportunities for innovation and improvement through collaboration with others within own area of expertise. • Instigates change through workforce planning within own area of expertise.
Intermediate Example Job Roles:- Those who practice, or manage workforce planning in a department or service e.g., Workforce Planner, Workforce Planning Manager, Business Partner	• Initiates and manages tasks and processes taking responsibility where relevant for the work and roles of others in developing a workforce plan. • Demonstrates an enhanced level of understanding, knowledge and application of the workforce planning process within the organisation. • Identifies stakeholders and their influence in the development of a workforce plan and develops effective collaborative relationships with them. • Identifies and uses a range of information to inform the development of a workforce plan. • Identifies and evaluates the forces for change that may impact on the workforce in the medium term. • Identifies the dependences between workforce planning and the organisations strategic objectives. • Lead/project manage the development of a medium-term workforce plan to implement service change or improvement within own area. • Influences service improvement through sharing good practice.

Level and Example job roles*	Examples of type of tasks and activity associated with workforce planning at each level*.
	*These are examples only as Job roles/titles, tasks and activities may vary across organisations
Practitioner Example Job Roles:- Those who practice and have responsibility or leadership roles to support workforce planning in an organisation e.g., Senior Workforce Planning Manager, Head of Workforce Planning	• Initiates and provides leadership/guidance for complex tasks and processes in the context of developing a workforce plan. • Demonstrates an advanced understanding, knowledge and application of workforce planning process within the organisation. • Keeping up to date with wider developments in Workforce Planning and encouraging others to build capability in Workforce Planning Skills • Identifies stakeholders, their influence and analyses their communication needs in developing a workforce plan. • Analyses, interprets and evaluates complex information in the context of workforce planning. • Identifies and evaluates the forces for change that may impact on the workforce in the long term and develop solutions to address. • Identifies and analyses the dependences and between strategic workforce planning and the organisations strategy and objectives. • Provides leadership on the development and implementation of a workforce plan in the longer term to implement service change or improvement. • Influences service improvement through monitoring trends, benchmarking and identifying and sharing good practice

Level and Example job roles*	Examples of type of tasks and activity associated with workforce planning at each level*. *These are examples only as Job roles/titles, tasks and activities may vary across organisations
Specialist Example Job Roles:- Those who practice or lead strategic workforce planning e.g., Strategic Lead Roles, Transformation Lead.	• Leads the development of strategic and system wide workforce plans. • Demonstrates an expert understanding and knowledge of strategic workforce planning process across the organisation and across the wider system. • Keeping up to date with wider developments in Workforce Planning and supporting others to build capability in Workforce Planning Skills • Explores and assesses the potential for collaborative working with stakeholders across the wider system to support strategic workforce planning. • Critically analyses, interprets and evaluates complex information in the context of strategic workforce planning. • Identifies and evaluates the forces for change that will influence the longer-term workforce requirements to meet the organisations strategic aims. • Critically analyses the potential outcomes of decision making in developing a strategic workforce plan within a system. • Leads on establishing conditions for the workforce to reflect, motivate, learn, continually improve and innovate in the context of Strategic Workforce Planning. • Leads on continuous improvement in the context of Strategic Workforce Planning

# 3.	Competencies

Purpose

- To describe the combination of behaviours and skills needed for effective workforce planning now and in the future.

Application

- To support self-assessment for workforce planners and those who practice, support and/or lead workforce planning to identify their current capabilities and learning needs for continued development in workforce planning.

- To support those who have responsibility for, or lead strategic workforce planning to map current capability.   To identify potential gaps in individual/team capabilities to support development plans for increasing workforce planning skills.

Key considerations

1. The competencies are comprised of 8 individual indicators, each of which is clustered under a level to assist the user in identifying the development needs.

2. It is unrealistic and unachievable for any individual or team member to be exemplar across all areas. However, everyone can build upon their areas of strength, address less developed capabilities, and improve their overall effectiveness in workforce planning which will support a whole team approach to workforce planning.

3. Natural overlap and synergy exist between competencies; however, each level is unique, and all are of equal relevance in building capability in workforce planning.

4. Whilst the framework aims to be comprehensive it is not feasible to cover every desired characteristic. The aim is rather to provide focus and emphasis on the areas that most significantly differentiate between level in workforce planning.

Foundation

Who is this for - Those who support or undertake workforce planning within their role e.g., Service Manager, HR Adviser, Project Planner

Indicator	Competences	Learner Needs to be able to:-
1. Leadership	Keeps up to date with developments in workforce planning	• Develop own knowledge in workforce planning skills
	Understanding compassionate leadership in context of workforce planning	• Understand the compassionate leadership principles
	Be able to support effective team working	• Support the team goals
2. Equality, Diversity, Inclusion and Welsh Language	Understand equality, diversity, inclusion and Welsh Language requirements in relation to workforce planning	• Ensure own actions support equality, diversity and inclusion in supporting workforce planning. • Ensure own actions support requirements of Welsh Language Standards in supporting workforce planning
3. Effective Communication and working relationships	Understand the importance of effective communication in the workplace in relation to workforce planning	• Describe how effective communication creates a positive impression of the organisation to stakeholders. • Describe the impact of poor communication on an organisation in respect of workforce planning.
	Develop working relationships with stakeholders	• Develop productive relationships with stakeholders and colleagues to support workforce planning
	Understand business communication models, systems and processes to support workforce planning	• Decide the appropriate method of communication to support workforce planning

Indicator	Competences	Learner Needs to be able to:-
4. Understanding the Context of Workforce Planning in the Organisation	Identify and evaluate forces for change that may impact on the workforce	• Identify external and internal pressures and factors that influence workforce planning
	Identify and assess the potential future workforce demands of an organisation	• Be able to identify potential future workforce demands (e.g., increased demand for services in own team)
5. Workforce Planning Skills	Understand how workforce planning is related to strategic planning	• Understand why it is important that workforce planning is linked to business objectives
	Prepare for workforce planning based on service needs	• Contribute to preparing for workforce planning based on service needs
	Understand the governance arrangements for developing a workforce plan	• Understand the lines of responsibility/decision making process in my organisation
	Understand the meaning, scope and importance of workforce planning in organisations	• Understanding of how to contribute to identify the scope of a workforce planning
	Assess workforce supply and demand	• Contribute to assessing workforce supply and demand to support workforce planning
	Develop, implement and review plans to provide people resources for your organisation	• Contribute to developing and implementing a workforce plan for my team
6. Using Data	Identify and specify data and information requirements to support workforce planning	• Identify sources of information to support workforce planning.
	Collect analyse and present data and information to support workforce planning	• Search for and obtain information to support workforce planning.

Indicator	Competences	Learner Needs to be able to:-
		• Check that the data and information is suitable for workforce planning
7. Managing Change	Know how to make changes to own practice to improve service	• Know how to make changes to improve own area
	Be able to implement and monitor a workforce plan	• Implement change in own area
8. Service Improvement	Identify and evaluate opportunities for innovation and improvement	• Contribute to the improvement of services. • Identify opportunities for innovation and improvement through collaboration with colleagues and team members

Intermediate

Who is this for -   Those who practice, or manage workforce planning in a department or service e.g. Workforce Planner, Workforce Planning Manager, Business Partner, Department Manager

Indicator	Competences	Learner Needs to be able to
1. Leadership	Keeps up to date with developments in workforce planning	• Develop own knowledge in workforce planning skills. • Contribute to the knowledge and development of others in workforce planning skills
	Be able to champion and embed compassionate leadership in the context of workforce planning	• Understand and can support people through compassionate leadership principles
	Be able to support effective team working	• Support the team/department goals
2. Equality, Diversity & Inclusion and Welsh Language	Understand equality and diversity, inclusion and Welsh Language Standards in relation to workforce planning	• Ensure own actions support equality, diversity and inclusion in supporting workforce planning. • Promote equality, diversity and inclusion within own team. • Ensure own actions support requirements of Welsh Language Standards in supporting workforce planning
3. Effective Communication and working relationships	Be able to define the purpose and scope of strategic workforce plans	• Complete a stakeholder analysis. • Contribute towards engagement with stakeholders in relation to development of the workforce plan
	Develop working relationships with stakeholders	• Explore and assess the potential for collaborative working and initiate and develop collaborative working relationships.

Indicator	Competences	Learner Needs to be able to
		• Develop and sustain collaborative working relationships arrangements and review and evaluate collaborative working to support workforce planning
	Understand business communication models, systems and processes to support workforce planning	• Analyse communication needs of internal and external stakeholders • Explain the factors to be considered in planning and structuring communication media to support workforce planning
4. Context of Workforce Planning in the Organisation	Identify and evaluate the forces for change that may impact workforce planning	• Identify and analyse external and internal pressures that influence organisational workforce planning
	Identify and assess the potential future workforce demands of an organisation (e.g., increased demand for services)	• Able to assess the potential future workforce demands of an organisation.
5. Workforce Planning Skills	Understand how workforce planning is related to strategic planning	• Explain why it is important that workforce planning is linked to business objectives. • Explain how knowledge of an organisations strategies contributes to workforce planning
	Prepare for workforce planning based on service needs	• Contribute to preparing for workforce planning based on service needs. • Explain benefits of workforce planning to the organisation
	Understand the governance arrangements for developing a workforce plan	• Understand the governance arrangements required for developing a workforce plan
	Understand the meaning, scope and importance of workforce planning in organisations	• State overall objectives of workforce planning and identify the scope of the plan
	Know how to assess workforce Supply and Demand	• Explain the importance of assessing workforce supply.

Indicator	Competences	Learner Needs to be able to
		• Explain how workforce supply can be established using quantative and qualitative methods. • Assess workforce supply and demand
	Develop, implement and review plans to provide people resources for your organisation	• Contribute to developing and implementing a workforce plan for my department.
6. Using Data	Identify and specify data and information requirements to support workforce planning	• Identify and specify data and information requirements.
	Collect analyse and present data and information to support workforce planning	• Collect and validate data and information. • Analyse data and information and present output of analysis
7. Managing Change	Know how to make changes to improve service through workforce planning	• Know how to make changes to improve service within own team/area. • Gain acceptance to the need to change from team members and stakeholders. • Explain the need for change
	Be able to plan the implementation of change	• Implement change in own area. • Monitor and review the implementation of a workforce plan
8. Service Improvement	Contribute to the improvement of services	• Influence service improvement by disseminating good practice. • Project Management Skills
	Identify and evaluate opportunities for innovation and improvement	• Identify potential new ideas in collaboration with external experts and other organisations

Practitioner

Who is this for -   Those who practice and have responsibility for leadership to support workforce planning in an organisation e.g. Senior Workforce Planning Manager, Head of Workforce Planning

Indicator	Competences	Learner Needs to be able to
1. Leadership	Keeps up to date with developments in workforce planning	• Develop own knowledge in workforce planning skills. • Promote the development of knowledge and skills of others in workforce planning
	Be able to champion and embed compassionate leadership in the context of workforce planning	• Model compassionate leadership and support others in developing compassionate leadership skills
	Be able to support effective team working	• Monitor individual and team performance and trends in meeting team's and organisations goals and vision to support workforce planning. • Support the team goals for effective team working in service delivery
2. Equality, Diversity & Inclusion and Welsh Language	Understand equality, diversity, inclusion and Welsh Language requirements in the context of workforce planning	• Ensure own actions support equality, diversity and inclusion in supporting workforce planning. • Promote equality, diversity and inclusion within own area of responsibility. • Ensure workforce planning requirements of Welsh Language Standards
3. Effective Communication	Be able to define the purpose and scope of strategic workforce plans	• Complete a stakeholder analysis. • Engage and inform stakeholders of the workforce plan scope

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Indicator	Competences	Learner Needs to be able to
and working relationships	Develop working relationships with stakeholders	• Explore and assess the potential for collaborative working and initiate and develop collaborative working relationships. • Develop and sustain internal and external collaborative working relationships arrangements, and review and evaluate collaborative working to support workforce planning.
	Understand business communication models, systems and processes to support workforce planning	• Explain the factors to be considered in planning and structuring communication media to support workforce planning. • Consultancy skills, understand how to implement a consultancy approach when engaging with colleagues, getting buy in, support and delivery
4. Context of Workforce Planning in the Organisation	Identify and evaluate forces for change that may impact on the workforce (e.g., things that happen both inside and outside my organisation that will affect my job or workplace, such as technology)	• Identify and analyse the ways in which the external and internal forces for change can influence workforce planning
	Be able to assess the potential future workforce demands of an organisation	• Examine a range of scenarios that have potential to impact on the workforce supply and demand
5. Workforce Planning Skills	Understand how workforce planning is related to strategic planning	• Analyse the dependencies between workforce planning and organisation strategies and objectives • Explain the importance of linking workforce planning to business objectives.
	Prepare for workforce planning based on service needs	• Assess the benefits of workforce planning in an organisation. • Map the environment in which your organisation operates

Indicator	Competences	Learner Needs to be able to
	Understand the governance arrangements for developing a workforce plan	• Explain the governance arrangements required for developing a workforce plan
	Understand the meaning, scope and importance of workforce planning in organisations	• Identify the overall objectives of workforce planning and determine the 'scope' of a workforce plan.
	Assess workforce supply and demand.	• Analyse the internal and external pressures that influence organisational workforce planning. • Evaluate the importance of forecasting workforce demand and supply. • Explain how workforce demand and supply can be established using quantative and qualitative method. • Explain the importance of labour market intelligence in analysing workforce supply
	Develop, implement and review plans to provide people resources for your organisation	• Develop and implement a workforce plan for the organisation.
6. Using Data	Identify and specify data and information requirements to support workforce planning	• Identify and specify data and information requirements. • Obtain and examine appropriate data sets that indicate the current workforce situation
	Collect analyse and present data and information to support workforce planning	• Collect and validate data and information. • Analyse data and information and present output of analysis.
7. Managing Change	Know how to make changes to improve service through workforce planning	• Develop workforce plans to support service change. • Lead change. • Manage change.
	Be able to document and monitor the outcomes of a strategic workforce plan	• Implement change to support workforce planning. • Project Management/Programme Management

Indicator	Competences	Learner Needs to be able to
		• Monitor and review the implementation of a workforce plan.
8. Service Improvement	Identify and evaluate opportunities for innovation and improvement in the context of workforce planning	• Influence service improvement by disseminating good practice. • Monitor trends and developments in your organisations operating environment • Monitor the performance of your organisations, services and processes. • Benchmark your organisation services with comparable organisations

Specialist

Who is this for - Those who lead strategic workforce planning e.g. Strategic Lead Roles, Transformation Lead.

Indicator	Competences	Learner Needs to be able to
1. Leadership	Keeps up to date with developments in workforce planning	• Develop own knowledge in workforce planning skills. • Lead on the development of knowledge and skills across the organisation in workforce planning
	Be able to champion and embed compassionate leadership in the context of workforce planning	• Model and embed compassionate leadership skills
	Be able to lead on the development of supportive, effective, intra and inter-team working	• Lead on the development of a clear, shared vision and goals for the service • Monitor individual and team performance and trends in meeting the teams and organisations goals and vision in the context of workforce planning.
2. Equality, Diversity & Inclusion and	Be able to lead on embedding approaches to equality and diversity, inclusion and Welsh Language Standards in relation to workforce planning	• Lead on incorporating EDI principles into practice development. • Ensure workforce planning meets the requirements of the Welsh Language Standards

Indicator	Competences	Learner Needs to be able to
Welsh Language		
3. Effective Communication and working relationships	Understand the importance of effective communication in the workplace in relation to workforce planning	• Complete a stakeholder analysis. • Engage and inform stakeholders of the workforce plan scope. • Undertake current state analysis with stakeholders.
	Develop working relationships with stakeholders	• Explore and assess the potential for collaborative working and initiate and develop collaborative working relationships . • Develop and sustain collaborative working relationships arrangements and review and evaluate collaborative working to support workforce planning. • Develop productive working relationships with both internal and external colleagues and stakeholders.
	Understand business communication models, systems and processes to support workforce planning	• Develop a Communication and Engagement Strategy • Consultancy skills, understand how to implement a consultancy approach when engaging with colleagues, getting buy in, support and delivery
4. Context of Workforce Planning in the Organisation	Identify and evaluate forces for change that may impact on the workforce	• Identify and analyse the ways in which the external and internal forces for change impact on the strategic direction of the organisation and how this can influence workforce planning.
	Be able to assess the potential future workforce demands of an organisation	• Identify and evaluate a range of scenarios that have potential to impact on the workforce.
5. Workforce Planning Skills	Understand how workforce planning is related to strategic planning	• Analyse the dependencies between workforce planning and organisation strategies and objectives. • Analyse the dependencies between the organisations workforce planning and system wide strategies

Indicator	Competences	Learner Needs to be able to
	Prepare for workforce planning based on service needs	• Map the environment in which your organisation operates. • Explain benefits and limitations of workforce planning to the organisation.
	Understand the governance arrangements for developing a workforce plan	• Apply a programme management approach with appropriate governance arrangements in developing a strategic workforce plan.
	Understand the meaning, scope and importance of workforce planning in organisations	• Identify the purpose and scope of the workforce plan based on organisation or service need.
	Assess workforce supply and demand.	• Review and evaluate the talent and succession planning pipelines for the organisation. • Review and evaluate the external labour market as a potential workforce shortfall. • Evaluate the internal and external workforce supply against organisations need. • Consult with stakeholders on gap analysis findings and agree workforce planning priorities
	Develop, implement and review plans to provide people resources for your organisation	• Develop and implement a strategic workforce plan. • Write an executive summary of the strategic workforce plan
6. Using Data	Identify and specify data and information requirements to support workforce planning	• Be able to plan data capture, collation and organisation to inform workforce planning in an organisation. • Evaluate the benefits and limitations of statistical measures used in workforce planning
	Collect analyse and present data and information to support workforce planning	• Obtain and examine appropriate data sets that indicate the current workforce situation

Indicator	Competences	Learner Needs to be able to
7. Change Management	Know how to make changes to improve service through workforce planning	• Develop strategic workforce plans to support service delivery. • Lead change • Manage change
	Be able to implement and monitor a workforce plan	• Implement change through workforce planning. • Establish a system to monitor and review the implementation of a workforce plan. • Project Management/ Programme Management
8. Service Improvement	Manage continuous improvement of your organisation in the context of Strategic Workforce Planning	• Engage colleagues and key stakeholders in managing continuous improvement through workforce planning. • Critically evaluate the impact of new ways of working • Continuously review service delivery to identify issues and creative solutions, prioritising areas for change. • Benchmark your organisation services with comparable organisations.

4. Contacting us

We hope you have found this document helpful.

If you have any questions or require further information, please feel free to contact us at **HEIW.WorkforcePlanning@wales.nhs.uk** or visit our website **https://heiw.nhs.wales/workforce/workforce-planning-and-information/**

References:-

CIPD – Strategic Workforce Planning

Gwella Compassionate Leadership Principles

HEIW Workforce Planning Information and Resources

Improvement Cymru Academy

Improvement Cymru Resources Library

National Occupational Standards site

NHS Wales Digital Capability Framework

Professional Framework for Enhanced, Advanced and Consultant Clinical Practice in Wales

Skills for Health Workforce Planning Competence

Appendix 1 Competence Matrix

Indicator/Pillar	Description	Competence	Foundation	Intermediate	Practitioner	Specialist
			Learner Needs to be able to	Learner Needs to be able to	Learner Needs to be able to	Learner Needs to be able to
1. Leadership	**Compassionate leadership in the context of workforce planning involves a focus on relationships and wellbeing throughout the development and implementation of a workforce plan; and in supporting and engaging with people to find shared solutions to developing plans for a sustainable workforce.**	1.1 Keeps up to date with developments in workforce planning	Develop own knowledge in workforce planning skills	Develop own knowledge in workforce planning skills	Develop own knowledge in workforce planning skills	Develop own knowledge in workforce planning skills
				Contribute to the knowledge and development of others in workforce planning skills	Promote the development of knowledge skills of others in workforce planning skills	Lead on the development of knowledge and skills across the organisation in workforce planning
		1.2 Understanding compassionate leadership in context of workforce planning	Understand the compassionate leadership principles	Understand and can support people through compassionate leadership principles	Model compassionate leadership and support others in developing compassionate leadership skills	Model and embed compassionate leadership skills
		1.3 Teamworking to support workforce planning	Support the team goals	Support the teams/department goals	Monitor individual and team performance and trends in meeting team's and organisations goals and vision to support workforce planning	Lead on the development of a clear, shared vision and goals for the service in the context of workforce planning
					Support the team goals for effective team working in service delivery	Monitor individual and team performance and trends in meeting the teams and organisations goals and vision in the context of workforce planning

Indicator/Pillar	Description	Competence	Foundation Learner Needs to be able to	Intermediate Learner Needs to be able to	Practitioner Learner Needs to be able to	Specialist Learner Needs to be able to
2. Equality, Diversity, Inclusion and Welsh Language	**When developing your workforce plans, you will need to consider equality, diversity and inclusion alongside the Welsh Language skills required, both for your current and future workforce. In developing a workforce plan you should seek to understand, anticipate and plan to meet the needs of the population you serve.**	2.1 Understand equality, diversity, inclusion and Welsh Language requirements in the context of workforce planning	Ensure own actions support equality, diversity and inclusion in supporting workforce planning	Ensure own actions support equality, diversity and inclusion in supporting workforce planning	Ensure own actions support equality, diversity and inclusion in supporting workforce planning	Lead on incorporating EDI principles into practice development
			Ensure own actions support requirements of Welsh Language Standards in supporting workforce planning	Promote equality, diversity and inclusion within own area of responsibility	Promote equality, diversity and inclusion within own area of responsibility	Ensure workforce planning meets the requirements of the Welsh Language Standards
				Ensure own actions support requirements of Welsh Language Standards in supporting workforce planning	Ensure workforce planning meets the requirements of the Welsh Language Standards	
3. Effective Communication and working relationships	**For a plan to be successful, input from stakeholders is essential in the decision-making process. Engagement also requires the use of effective communication, stakeholder mapping and building and maintaining meaningful relationships**	3.1 Understand the importance of effective communication in the workplace in relation to workforce planning	Describe how effective communication creates a positive impression of the organisation to stakeholders	Complete a stakeholder analysis	Complete a stakeholder analysis	Complete a stakeholder analysis
			Describe the impact of poor communication on an organisation in respect of workforce planning	Contribute towards engagement with stakeholders in relation to development of the workforce plan	Engage and inform stakeholders of the workforce plan scope	Engage and inform stakeholders of the workforce plan scope
						Undertake current state analysis with stakeholders
		3.2 Develop working relationships with stakeholders	Develop productive relationships with stakeholders and colleagues to support workforce planning	Explore and assess the potential for collaborative working and initiate and develop collaborative working relationships	Explore and assess the potential for collaborative working and initiate and develop collaborative working relationships	Explore and assess the potential for collaborative working and initiate and develop collaborative working relationships across a system

Indicator/Pillar	Description	Competence	Foundation Learner Needs to be able to	Intermediate Learner Needs to be able to	Practitioner Learner Needs to be able to	Specialist Learner Needs to be able to
				Develop and sustain collaborative working relationships arrangements and review and evaluate collaborative working to support workforce planning	Develop and sustain internal and external collaborative working relationships arrangements and review and evaluate collaborative working to support workforce planning	Develop and sustain collaborative working relationships arrangements and review and evaluate collaborative working to support workforce planning
						Develop productive working relationships with both internal and external colleagues and stakeholders
		3.3 Understand business communication models, systems and processes to support workforce planning	Decide the appropriate method of communication to use to support workforce planning	Analyse communication needs of internal and external stakeholders	Explain the factors to be considered in planning and structuring communication media to support workforce planning	Consultancy skills, understand how to implement a consultancy approach when engaging with stakeholders, both internal and external, getting buy in, support and delivery
				Explain the factors to be considered in planning and structuring communication media to support workforce planning	Consultancy skills, understand how to implement a consultancy approach when engaging with colleagues, getting buy in, support and delivery	Develop a Communication and Engagement Strategy
4. Understanding the Context of Workforce Planning in the Organisation	**Understanding the context in which the organisation is operating is essential in developing a workforce plan. This is to fully understand the external and internal issues affecting the organisation, allowing**	4.1 Identify and evaluate forces for change that may impact on the workforce (e.g., things that happen both inside and outside my organisation that will affect my job or workplace, such as technology)	Identify external and internal pressures and factors that influence workforce planning	Identify and Analyse external and internal pressures and factors that influence organisational workforce planning	Identify and analyse the ways in which the external and internal forces for change impact on the strategic direction of the organisations and how this can influence workforce planning	Identify and analyse the ways in which the external and internal forces for change impact on the strategic direction of the organisations and how this can influence workforce planning

Indicator/Pillar	Description	Competence	Foundation — Learner Needs to be able to	Intermediate — Learner Needs to be able to	Practitioner — Learner Needs to be able to	Specialist — Learner Needs to be able to
	you to spot opportunities and strengths, trends and threats or weaknesses which can affect workforce supply and demand in the short and long term.	4.2 Identify and assess the potential future workforce demands of an organisation (e.g. increased demand for services)	Be able to identify potential future workforce demands	Able to assess the potential future workforce demands of an organisation	Examine a range of scenarios that have potential to impact on the workforce supply and demand	Identify and evaluate a range of scenarios that have potential to impact on the workforce supply and demand
5. Workforce Planning Skills	**An effective workforce plan ensures that the right staff with the right skills is in the right place and at the right time to deliver safe, high-quality care to the patients and service users. It is also about having clarity in areas such as; who owns the plan, the lines of responsibility, the purpose of the plan, the scope of the plan, the staff groups that may be affected by the plan and the relevant stakeholders who will be involved and have input into the workforce plan.**	5.1 Understand how workforce planning is related to strategic planning	Understand why it is important that workforce planning is linked to business objectives	Explain why it is important that workforce planning is linked to business objectives	Analyse the dependencies between workforce planning and organisation strategies and objectives	Analyse the dependencies between workforce planning and organisation strategies and objectives
				Explain how knowledge of an organisations strategies contributes to workforce planning	Explain the importance of linking workforce planning to business objectives	Analyse the dependencies between the organisations workforce planning and system wide strategies
		5.2 Prepare for workforce planning based on service needs	Contribute to preparing for workforce planning based on service needs	Contribute to preparing for workforce planning based on service needs	Assess the benefits of workforce planning in an organisation	Map the environment in which your organisation operates
				Explain benefits of workforce planning to the organisation	Map the environment in which your organisation operates	Explain benefits and limitations of workforce planning to the organisation
		5.3 Understand the governance arrangements for developing a workforce plan	Understand the lines of responsibility/decision making process in my organisation	Understand the governance arrangements required for developing a workforce plan	Explain the governance arrangements required for developing a workforce plan	Apply a programme management approach with appropriate governance arrangements in developing a strategic workforce plan
		5.4 Understand the meaning, scope and importance of workforce planning in organisations	Understand how to contribute to identifying the scope of a workforce plan	State overall objectives of workforce planning and identify the scope of the plan	Identify the overall objectives of workforce planning and determine the scope of the workforce plan	Identify the purpose and scope of the workforce plan based on organisation need

Indicator/Pillar	Description	Competence	Foundation	Intermediate	Practitioner	Specialist
			Learner Needs to be able to	Learner Needs to be able to	Learner Needs to be able to	Learner Needs to be able to
		5.5 Assess workforce supply and demand.	Contribute to assessing workforce supply and demand to support workforce planning	Explain the importance of assessing workforce supply	Analyse the internal and external pressures that influence organisational workforce planning	Review and evaluate the talent and succession planning pipelines for the organisation
				Explain how workforce supply can be established using quantative and qualitative methods	Evaluate the importance of forecasting workforce demand and supply	Review and evaluate the external labour market as a potential workforce shortfall
					Explain how workforce demand and supply can be established using quantative and qualitative methods	Evaluate the internal and external workforce supply against organisations needs
				Assess workforce supply and demand	Explain the importance of labour market intelligence in analysing workforce supply	Consult with stakeholders on gap analysis findings and agree workforce planning priorities
		5.6 Develop, implement and review plans to provide people resources for your organisation	Contribute to developing and implementing a workforce plan for the team	Contribute to developing and implementing a workforce plan for the department	Develop and implement a workforce plan for the organisation	Develop and implement a strategic workforce plan
						Write an executive summary of the strategic workforce plan
6. Using Data	Workforce analytics involves the collection, collation and analysis of relevant workforce data to support effective evidence-based decision making in developing your plan.	6.1 Identify and specify data and information requirements to support workforce planning	Identify sources of information to support workforce planning	Identify and specify data and information requirements	Identify and specify data and information requirements	Be able to plan data capture, collation and organisation to inform workforce planning in an organisation
					Obtain and examine appropriate data sets that indicate the current workforce situation	Evaluate the benefits and limitations of statistical measures used in workforce planning
		6.2 Collect analyse and present data and information to support workforce planning	Search for and obtain information to support workforce planning	Collect and validate data and information	Collect and validate data and information	Obtain and examine appropriate data sets that indicate the current workforce situation

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Indicator/Pillar	Description	Competence	Foundation	Intermediate	Practitioner	Specialist
			Learner Needs to be able to	Learner Needs to be able to	Learner Needs to be able to	Learner Needs to be able to
			Check that the data and information is suitable for workforce planning	Analyse data and information and present output of analysis	Analyse data and information and present output of analysis	
7. Managing Change	**For effective change management it is important to have a full understanding of both the current and intended future state of the organisation. This understanding will ensure that the workforce plan is aligned to the future organisations needs and the change to be embedded.**	7.1 Know how to make changes to improve service through workforce planning	Know how to make changes to improve own area	Know how to make changes to improve service within own team/area	Develop strategic workforce plans to support service change	Develop strategic workforce plans to support service delivery
				Gain acceptance to the need to change from team members and stakeholders	Manage Change	Manage Change
				Explain the need for change	Lead change	Lead change
		7.2 Be able to implement and monitor a workforce plan	Implement change in own area	Implement change in own area	Implement change to support workforce planning	Implement change through workforce planning
				Monitor and review the implementation of a workforce plan	Project Management/ Programme Management	Establish a system to monitor and review the implementation of a workforce plan
					Monitor and review the implementation of a workforce plan	Project Management/ Programme Management
8. Service Improvement	**Every plan has its intended or desired outcomes. Time, finance and workforce availability are all finite resources, so it is critical for every plan to be efficiently monitored and evaluated to help determine if outcomes are achievable and where required adjustments are made to ensure the plan is on course.**	8.1 Identify and evaluate opportunities for innovation and improvement in the context of workforce planning	Contribute to the improvement of services	Influence service improvement by disseminating good practice	Influence service improvement by disseminating good practice	Engage colleagues and key stakeholders in managing continuous improvement through workforce planning
			Identify opportunities for innovation and improvement through collaboration with colleagues and team members	Project Management Skills	Monitor trends and developments in your organisations operating environment	Critically evaluate the impact of new ways of working
				Identify potential new ideas in collaboration with external experts and other organisations	Monitor the performance of your organisations, services and processes	Continuously review service delivery to identify issues and creative solutions, prioritising areas for change

Indicator/Pillar	Description	Competence	Foundation	Intermediate	Practitioner	Specialist
			Learner Needs to be able to	Learner Needs to be able to	Learner Needs to be able to	Learner Needs to be able to
					Benchmark your organisation services with comparable organisations	Benchmark your organisation services with comparable organisations