
Overview

This standard is about taking a lead in identifying the workforce requirements of your organisation and how these will be satisfied. This standard is not intended for human resources specialists. It is relevant to managers and leaders who are responsible for planning the workforce across their organisation or their particular area of responsibility.

This standard links to all the other standards in key area *DA Manage human resources*.

Performance criteria

- You must be able to:*
- P1 Engage appropriate people within your organisation and other key stakeholders in planning workforce requirements.
 - P2 Seek and make use of specialist resources to assist in workforce planning activities, where necessary.
 - P3 Evaluate your organisation's strategic objectives and plans to obtain information needed for workforce planning purposes and identify any key issues for further consideration.
 - P4 Identify the knowledge, skills and competence required to deliver your organisation's strategic objectives and plans.
 - P5 Review the capacity and capability of the current workforce to meet identified knowledge, skills and competence requirements.
 - P6 Identify any learning or development needs of the current workforce to meet requirements.
 - P7 Make sure that the diversity of the workforce provides a suitable mix of people to achieve its objectives.
 - P8 Take account of the diverse needs of your workforce.
 - P9 Develop workforce plans that meet the organisation's long, medium, and short-term requirements, making effective use of people from inside and from outside the organisation.
 - P10 Ensure employment contracts are appropriate to the needs of the organisation.
 - P11 Make sure that resources needed to recruit, develop, retain and redeploy people are available.
 - P12 Develop contingency plans to deal with unforeseen circumstances and maintain business continuity.
 - P13 Identify any recurring issues that cause people to leave your organisation and seek to address these.
 - P14 Communicate workforce plans to relevant people.
 - P15 Review your workforce plans periodically and in the light of changes to your organisation's strategic objectives and plans.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage employees and other stakeholders in workforce planning.
- K2 What an effective workforce plan should cover.
- K3 The information required to undertake workforce planning.
- 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 plans in place and how to do so effectively.
- K8 The different ways in which workforce requirements can be met, their advantages and disadvantages, costs and benefits.

You need to know and understand:

Industry/sector specific knowledge and understanding

- K9 Types of employment contracts typically used within the industry/sector.
- K10 Patterns for employing, recruiting, and retaining people in the industry/sector.
- K11 Trends and developments in the sector which are relevant to workforce planning.
- K12 Legislation, regulations and codes of practice that apply in the industry/sector.
- K13 Working culture and practices of the industry/sector.

You need to know and understand:

Context specific knowledge and understanding

- K14 Individuals within your organisation, their roles, responsibilities, competences and potential.
- K15 Specialist resources available for workforce planning and how to make use of them.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Seize opportunities presented by the diversity of people
- 2 Identify people's preferred ways of communicating
- 3 Use communication media and styles appropriate to different people and situations
- 4 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 5 Watch out for potential risks and hazards
- 6 Make effective use of existing sources of information
- 7 Identify systemic issues and seek to mitigate their impact on performance
- 8 Anticipate likely future scenarios based on realistic analysis of trends and developments
- 9 Work towards a clearly defined vision of the future
- 10 Take decisions in uncertain situations or based on incomplete information when necessary
- 11 Take and implement difficult and/or unpopular decisions, where necessary

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Analysing
- Communicating
- Contingency planning
- Decision-making
- Evaluating
- Information management
- Monitoring
- Planning
- Prioritising
- Reviewing
- Scenario building
- Thinking creatively
- Thinking strategically

CFAM&LDA1

Plan the workforce SQA Unit Code FM51 04

Developed by Skills CFA

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation Skills CFA

Original URN CFAM&LDA1

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; workforce; planning