Unit: CPC 505 Plan the workforce to achieve outcomes (Commissioning, Procurement and Contracting)

Key Purpose
The key purpose identified for those working in commissioning, procurement and contracting is to: "Specify, shape and secure quality services, responses and projects that deliver improving outcomes for individuals, families and communities within the strategic objectives of the organisation"

Elements of competence:

CPC 505 A Embed workforce planning into commissioning strategies
CPC 505 B Position the organisation to respond to changes in workforce requirements
CPC 505 C Monitor and review workforce plans in the light of progress towards outcomes

About this unit

This unit is about taking a lead in identifying the workforce required to meet outcomes It involves considering the strategic objectives, priorities and plans of the organisation to decide whether the workforce has the right skills, is in the right location and is the right size to meet the required outcomes
 'Workforce' covers any person who works for the organisation, whether through working for a service provider or directly. You also have to consider the increasing numbers of the workforce who work directly for individuals, families and communities through the use of direct payments, although you do not have any control over this workforce, you need to know about it as it will have an impact on the labour market. Self directed support through individual budgets also has significant implications for workforce planning

Scope

The scope is here to give you guidance on possible areas to be covered in this unit. The terms in this section give you a list of options linked with items in the performance criteria. You need to provide evidence for any option related to your work area.

> **Workforce:** in-house service provider workforce; private sector provider workforce; voluntary sector provider workforce; volunteers; commissioning, contracting and procurement workforce; employed paid full time; employed

paid part time; contractors' staff; agency staff; foster carers; adult placement carers; unpaid workers

Partner organisations: Contractors; service providers; voluntary sector organisations; foster carers; adult placement carers;

Workforce development needs: training; qualifications; CPD; mentoring; job coaching; study skills

New types of worker/working: across traditional delivery boundaries; across organisational boundaries; led by service users; integrated working

Communication channels: face to face; small groups; public meetings; regular feedback through representatives/community groups; telephone; e-mail; web based; information leaflets; informal channels – 'water cooler' etc

Secure: negotiate budge; negotiate additional budget; vire funding; through partnership working; bid for project funding; develop funded pilot programme; bid for structural funds; bid for charitable funds

Resources: financial; human; physical; time

Specialist expertise: human resources; employment lawyer; trade union; sector skills council; training provider; recruitment consultant

Risks: risks to people, risks to property, health and safety risks, actions that may make adults or children vulnerable to harm from others, risks of legal action, risks to reputation, risks of poor performance, risk of financial loss

Range of sources: individuals, families and communities using services; service providers; workforce; training providers; labour market intelligence; sector skills council

Values

The values underpinning this unit have been derived from the key purpose statement, the values and principles statement , relevant service standards and codes of practice for health and social care in the four UK countries. The values and principles statement is at the start of these units:

Key words and concepts

This section provides explanations of the key words and concepts used in this unit. In occupational standards it is quite common to find familiar words or phrases used, which, in the detail of the standards, may be used in a very particular way. **Therefore we**

would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required.

> **Analyse:** to explore and examine the data you have collected and to find out and interpret what it tells you. Once you have interpreted   the data it becomes information.
> **Organisation:** The organisation/company/local authority for whom you work or volunteer, the organisation/company you own or run, if you receive direct payments or fund your own services it means you and the people who work for you

CPC 505 A Embed workforce planning into commissioning strategies

Performance Criteria

You must show that you:

1. **Analyse** the **organisation'**s strategic commissioning plans and obtain information needed for workforce planning purposes
2. Identify other key **partner organisations** and individuals who are part of the workforce and ensure that they are included in workforce planning and development
2. Identify trends and movements and include them in future planning
3. Identify the mix of skills, knowledge and experience required to deliver current and planned outcomes.
4. Review and analyse the diversity, capacity and capability of the current workforce to meet identified requirements
5. Identify, and include evidence based plans in commissioning strategies to meet **workforce development needs**
6. Identify and plan for any **new types of worker/working** that will be needed for future commissioning plans
7. **Communicate** workforce development plans across the workforce in an accessible format and seek feedback

CPC 505 B Position your organisation to respond to changes in workforce requirements

Performance Criteria

You must show that you:

1. 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.
2. Include partner organisations in planning to meet any changes in workforce requirements
3. Ensure that the workforce has a mix of full-time, part-time, temporary and contractual workers appropriate to the needs   of the organisation.
4. Ensure that the organisation has a diverse workforce which provides a suitable mix of people to achieve the required outcomes and objectives for individuals, families and communities and the organisation.
5. **Secure** the **resources** needed to recruit, keep and re-deploy people.
6. Seek and make use of **specialist expertise** to assist in workforce planning activities, as necessary.
7. Identify and manage the **risks** resulting from your plans
8. Make sure that plans incorporate contingency arrangements to deal with unforeseen circumstances and maintain service continuity
9. Ensure that potential changes relevant to partners involved in strategic plans are included in forward thinking

CPC 505 C Monitor and review workforce plans in the light of progress towards outcomes

Performance Criteria

You must show that you:

1. Obtain information about progress and performance of the organisation in achieving planned outcomes
2. Review progress and performance and seek feedback from a **range of sources** on any changing workforce needs
3. Share the results of the review with key partner organisations
4. Analyse any necessary changes in workforce requirements
5. Arrange to implement any resulting changes in workforce plans

Knowledge specification for the whole of this unit

Competent practice is a combination of the application of skills and knowledge informed by values and ethics. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this unit.

When using this specification **it is important to read the knowledge requirements in relation to the expectations and requirements of your job role**

You need to show that you know, understand and can apply in practice:

Values

1. Legal and organisational requirements on equality, diversity, discrimination, rights, confidentiality and sharing of information when planning for the workforce
2. How to ensure that you and others for whom you are responsible protect the rights and the interests of individuals taking account of any limitations on the individuals' rights.
3. How to manage ethical dilemmas and conflicts that arise when planning the workforce.
4. How to ensure that workforce planning result in best value for the services
5. Methods and ways of working that:
   a. support equality and diversity
   b. support the development of sustainable new ideas
   c. are ethical and adhere to any codes of practice relevant to your work
   d. respect other people's ideas, values and principles

6. Legal and organisational requirements about safeguarding children and vulnerable adults
7. Why it is important to reflect on your own practice and identify areas for further development and how to do so
8. The differences in types, structures, governance and capacity of organisations, particularly voluntary sector and micro-providers, and the implications for workforce planning

Legislation and organisation policy and procedures

9. Codes of practice and conduct, and standards and guidance and the roles, responsibilities, accountability and duties of others for planning the workforce

10.   Current local, UK and European legislation and organisational requirements, procedures and practices for:
   • data protection
   • employment practices
   • Workforce development and training

11.   Key government initiatives which affect the organisational practices for workforce planning and development

12.   How different philosophies, principles, priorities and codes of practice can impact on workforce planning

13.   Policies, procedures, guidance and protocols with the other organisations and professions with whom you work that are relevant to workforce planning.

Theory and practice

14. What an effective workforce plan should cover.
15. The information required to undertake workforce planning.
16. Sources of specialist expertise in relation to workforce planning   and how to make use of them.
17. Strategies and/or services which need to be in place for when people leave, including redundancy counselling.
18. The importance of putting contingency arrangements in place and how to do so effectively.
19. The different ways in which workforce requirements can be met, their advantages and disadvantages, costs and benefits.
20. Types of employment agreements typically used within the sector.
21. Patterns for employing, recruiting, and keeping people in the sector.
22. Trends and developments in the sector which are relevant to workforce planning.
23. Working culture and practices of the sector.
24. The organisation's vision, strategic objectives and associated plans, structure, values and culture.
25. Employment agreements with people working in and for the organisation and contractors.
2. The capacity and capability of the current workforce.
4 The diversity of the organisation's and contractors' workforce.

27. Factors affecting workforce planning in the organisation and contractors.
26. Local employment market conditions.
27. Employment policies and practices within the organisation and contractors – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
28. Developing trends in employment practices such as home working, virtual offices etc and how they may impact on your workforce