

# Workforce Planning Masterclass

## Frequently Asked Questions

### **Why was the masterclass developed?**

- To provide a practical work-based learning programme that enables participants to put their learning into practice in their services, organisations or systems.
- To create workforce planning capacity & capability for services, organisations and systems across London (as referenced in the People Plan for systems to develop competency-based workforce planning and modelling)
- To form part of the wider London workforce transformation and planning support for Integrated Care Systems
- To respond to requests from providers, systems and individuals for additional support in workforce planning

### **What is the purpose of the masterclass?**

The masterclass will take you through the 6-step workforce planning methodology from start to finish, using a robust process that, if followed thoroughly, will greatly increase your chance of successful implementation of your workforce plan. Whilst the 6-step methodology has been around for a long time, the value in this particular programme is a clear offer of support, within a curriculum to ensure quality training, in tools and techniques that can be applied to real-life projects.

It allows participants to share their learning within their organisation, applying the methodology and tools to support tangible workforce improvement.

As participants undergo the programme as part of a multi-disciplinary team, it uniquely aims to bring together different clinical and managerial perspectives to support organisations and systems to work through solutions to a wide range of workforce issues.

### **Who is the training for?**

The programme is aimed at clinical and non-clinical staff with a specific workforce project. The target audience is the current and future NHS workforce and can be a wide range of staff from any professional background including:

- Clinical leads from any discipline
- STP/ICS workforce teams
- Staff involved in the development of new or extended roles
- Senior leaders and directors (e.g. Medical Directors, Clinical Directors, HRD's, CNO's, Finance etc)
- Project or pathway managers
- Workforce planners, workforce information specialists and any staff involved in HR or workforce development and transformation functions

## Workforce Planning Masterclass FAQs

### What content will be covered in the masterclass and how will it be delivered?

The course will cover the following content throughout the six steps.

| Step | Description   | Key areas   |
|------|---|---|
| 1    | Introduction & Defining the plan – Identify why a workforce plan is needed and for whom it is intended  | <ul style="list-style-type: none"> <li>• Purpose – aims/objectives</li> <li>• Scope – what services and timescales</li> <li>• Ownership &amp; stakeholders</li> </ul>                           |
| 2    | Mapping service change – Identify the purpose and shape of any proposed service change that will impact on future workforce requirements        | <ul style="list-style-type: none"> <li>• Goals/benefits of change</li> <li>• Current baseline</li> <li>• Drivers/constraints</li> <li>• Option appraisal</li> <li>• Workforce models</li> </ul> |
| 3    | Defining the required workforce – Identify the skills required and the type/number of staff to deliver the new service model (workforce demand) | <ul style="list-style-type: none"> <li>• Activity analysis</li> <li>• Types/numbers</li> <li>• Productivity/new ways of working</li> </ul>  |
| 4    | Understanding workforce availability – Identify current and future availability based on current profile and deployment (workforce supply)      | <ul style="list-style-type: none"> <li>• Understanding the current workforce</li> <li>• Workforce forecasting</li> <li>• Demographics</li> <li>• Supply options</li> </ul>                      |
| 5    | Developing an action plan – Plan to deliver the required workforce (new skills in new locations) and manage the change                          | <ul style="list-style-type: none"> <li>• Gap analysis</li> <li>• Priority planning</li> <li>• Action planning</li> <li>• Managing change</li> </ul>   |
| 6    | Implement, monitor and refresh – Implement the plan, measure progress and refresh the plan as required  | <ul style="list-style-type: none"> <li>• Implementation</li> <li>• Measuring progress</li> <li>• Revisiting six steps</li> </ul>  |

A blended learning approach will be utilised including online educational videos, practical videos, work-based learning, self-directed learning and facilitated discussions. Each cohort will have 2 assigned facilitators, one clinical and one non-clinical. The aim is for facilitated workshops to be interactive and allow learning from other cohort participants.

#### Each of the six steps will comprise of:

1. A 15-minute educational video for participants to watch in their own time.
2. A series of self-directed activities from the "Activity Workbook" for participants to complete in their own time. (Time taken to complete activities will vary for each Step)
3. A facilitated workshop – 2 hours long and scheduled in advance.
4. An 1 hour "Working Group Session" to discuss activities and ask questions

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### **How is the activity workbook used in the masterclass?**

- Following each module video, participants are asked to complete tasks from their activity workbook containing worked examples to assist the learner.
- These tasks are practical and should relate to their workforce issue, allowing them to apply knowledge learnt during the video section of the module.
- Activities for each step should be completed in advance of the facilitated sessions.

### **What technology do I need to have access to, to complete the programme?**

Microsoft Teams is used for the facilitated sessions and MIRO is used for some of the activities. You do not need a MIRO account and will receive information when you join the programme on how to access and use MIRO. There is also access to a SharePoint page so that you can access the training materials

### **What type of workforce project is the programme suitable for?**

The most appropriate types of project are where there is a need to develop or review a workforce plan aligned to a particular service. This could be a service expansion, the creation of a new service, or an existing service taking the opportunity to review current ways of working, to consider whether new roles or different ways of using skills within the team could be achieved.

### **Can I submit an application as an individual?**

Candidates need to be committed to working as a member of a local team and are advised to apply within multi-professional groups of 3-5 representatives from those involved in the project. These teams will be required to work through a real-life workforce problem throughout the course.

### **How many people are in a cohort together?**

It can vary but the recommended number is a maximum of 16 participants so we will generally aim to have 3-5 groups from different organisations in one cohort to enable shared learning.

### **What is the time commitment?**

- 6 X 15 minutes videos to watch in own time = 1.5 hours
- Activity workbook to complete in own time = roughly 24 hours (in total)
- 6 X 2 hour facilitated workshops = 12 hours
- 6 X 1 hour working groups = 6 hours

Total commitment is approximately 45 hours

### **How long is the course?**

The course is 18 weeks long, there are 6 steps and each one lasts 3 weeks. Each step includes a facilitated workshop (2hrs) every third week.

### **Do participants have to go to all of the workshops, or can they choose which ones?**

The steps build on one another so it is important that participants commit to attending all of the workshops and working groups in order to achieve the learning outcomes at each step.

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### **What happens if I don't complete the work over the programme?**

The workbook and activities for completion between the facilitated sessions are designed to give you the opportunity to apply your learning to a real-life project. If you don't complete the activities for each step, you may find the facilitated sessions are not as useful and you will not have the opportunity to apply the learning to your project. If you do not complete the workbook repeatedly, you may be asked to withdraw from the programme.

### **Is this a certified course that will result in a new qualification?**

No, the programme is not accredited and your performance on the programme will not be graded.

### **Who is the first contact in case of queries or difficulties throughout the programme?**

During the programme, there are scheduled working group sessions with your programme facilitators which are designed to offer additional support should you have any difficulties during the programme. Outside of these sessions, you can contact the central inbox, [masterclass@hee.nhs.uk](mailto:masterclass@hee.nhs.uk), at any point in the run-up to or during your programme and your query will be directed to a member of the team.

**To be added to a database of interested parties and informed when the next cohort application window opens for the Masterclass, please email [Masterclass@hee.nhs.uk](mailto:Masterclass@hee.nhs.uk)**