

The workforce readiness tool

Printable version

November 2014



Introduction

The workforce readiness tool has been designed as part of Skills for Care’s workforce capacity planning resources that can help you with understanding and implementing the Care Act. It is an online tool that asks you to consider your readiness and, as part of this process, sends you tailored feedback based on your answers that will be sent straight to your inbox detailing how ready you are to meet workforce development needs related to Care Act implementation. Therefore, we recommend that you use the online version of the readiness tool to receive the most assistance from the tool (to do this go to www.skillsforcare.org.uk/readinesstool).

However, we know that the questions used in the tool are a valuable resource in themselves. To recognise this, this is a printable version of the questions used in the workforce readiness tool. You can use these as a group discussion tool, as part of meetings or at other workforce development events.

You can use the full online tool and printable workforce readiness tool questions more than once to monitor your progress and to help you answer different questions about different parts of your workforce.

We are always keen to hear from you and gain your feedback on the Care Act Workforce Readiness Tool. Please do contact us at wfcapacityplanning@skillsforcare.org.uk if you wish to provide feedback.

For further information contact Jim Thomas, Programme Head - Workforce Innovation - Jim.Thomas@skillsforcare.org.uk

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Identify Current Workers Activity, Jobs and Roles

In order to start your workforce capacity planning you will need to be clear about your 'baseline' in terms of your current workforce. To what extent do you agree or disagree with the following statements about gathering the baseline information?

	Strongly agree	Agree	Neither agree/disagree	Disagree	Strongly disagree	Not sure
■ We are very clear which job roles to include in our analysis of the workforce in relation to the Care Act	<input type="checkbox"/>					
■ We know how many people are currently working in each of the jobs/roles that we will be analysing	<input type="checkbox"/>					
■ We are confident in using the information gathered to plan our workforce needs	<input type="checkbox"/>					
■ We know who is responsible for gathering the data about numbers of people in each job/role	<input type="checkbox"/>					
■ We know who is responsible for analysing the data about numbers of people in each job/role	<input type="checkbox"/>					
■ We have comprehensive information about the skill levels within our current workforce	<input type="checkbox"/>					

Thinking about preparing the workforce for the introduction of the Care Act, to what extent do you agree or disagree with the following?

	Strongly agree	Agree	Neither agree/disagree	Disagree	Strongly disagree	Not sure
■ We have clearly defined the activities that workers will need to keep doing once the Care Act is introduced	<input type="checkbox"/>					
■ We are clear about how existing tasks need to change to meet the challenges that the Care Act brings.	<input type="checkbox"/>					
■ There are current activities or inputs that workers could stop doing as a result of the care and support reforms	<input type="checkbox"/>					
■ Stopping certain activities will have a major impact on workers roles	<input type="checkbox"/>					
■ Some of the new activities that we have identified will be effected by technology based solutions'	<input type="checkbox"/>					

To what extent do you agree or disagree with the following statements about ensuring that you have the right resources and sufficient capacity to respond to new activities which result from the introduction of the Care Act?

	Strongly agree	Agree	Neither agree/disagree	Disagree	Strongly disagree	Not sure
■ We think we will be using the existing workforce to deliver new activities which result from the introduction of the Care Act	<input type="checkbox"/>					
■ We may have to recruit new people to enable us to undertake this work	<input type="checkbox"/>					
■ We think we will need to explore new ways of delivering these activities (e.g. using new community partners)	<input type="checkbox"/>					
■ We need to understand more about how these activities might change before we make any decisions about who will be doing what	<input type="checkbox"/>					
■ We will work with partners to develop a combined approach to workforce planning	<input type="checkbox"/>					
■ The current leadership and management capacity is sufficient to drive the changes needed	<input type="checkbox"/>					

Identify New Activities and Job Roles

To what extent do you agree or disagree with the following statements?

	Strongly agree	Agree	Neither agree/disagree	Disagree	Strongly disagree	Not sure
■ We understand the impact of the Care Act on the activities that workers currently do	<input type="checkbox"/>					
■ We have begun preparing and planning for the impact of the Care Act on the activities that workers currently do	<input type="checkbox"/>					
■ We understand the impact of the Care Act on activities that workers will need to do in the future	<input type="checkbox"/>					
■ We are preparing and planning for the impact of the Care Act on the activities that workers will need to do in the future	<input type="checkbox"/>					
■ We have considered the impact of the Care Act on 'back-room' roles	<input type="checkbox"/>					
■ We have considered the learning needs of the 'back-room' staff identified as those who will be impacted by the Care Act	<input type="checkbox"/>					
■ The activities identified will be affected by new technology based solutions that are being developed	<input type="checkbox"/>					
■ We have mapped which roles are likely to undertake which activities	<input type="checkbox"/>					
■ We have considered how to enable people to understand each other's roles	<input type="checkbox"/>					
■ There is a lack of information about what activities are undertaken at present in individual roles	<input type="checkbox"/>					
■ We do not share information about what activities are undertaken at present in individual roles	<input type="checkbox"/>					
■ We have inconsistent practice across our area and this makes it harder to get a 'baseline'	<input type="checkbox"/>					
■ We need to undertake a system redesign before mapping roles to tasks	<input type="checkbox"/>					

Please describe any other barriers that you face in mapping roles to activities?

In your planning and preparation for the impact of the Care Act on activities, there are opportunities to work more closely with partner agencies and look for ways in which service delivery can be integrated. Is this something you are doing as part of your planning?

- Yes we are currently working together
- Yes we are currently planning together
- No we are not
- Not sure

If you answered ‘Yes we are currently working together’ or ‘Yes we are currently planning together’, please answer the additional question below:

Which partners are you working with to progress this work?

- Health (CCG’s, Primary Care, Mental Health services)
- Housing (e.g social landlords)
- Voluntary sector
- Community groups
- Other

To what extent do you agree or disagree with the following statements about the impact of the Care Act on management?

Strongly agree Agree Neither agree/disagree Disagree Strongly disagree Not sure

■ We have begun to explore how the leadership and management activity may be different	<input type="checkbox"/>					
■ We will need to recruit more managers	<input type="checkbox"/>					
■ The Care Act will mean skilling people who are not presently managers to step into management posts	<input type="checkbox"/>					
■ The Care Act will require changes to the practices of our existing managers	<input type="checkbox"/>					
■ We will need to change some of the behaviours and attitudes of our present managers	<input type="checkbox"/>					

Strongly agree Agree Neither agree/disagree Disagree Strongly disagree Not sure

■ We need to increase the knowledge of our present managers, particularly about the Care Act

■ There are ways in which managers can collaborate more/in better ways to increase good outcomes for people who need care and support and their carers.

Care and support happens in many different environments e.g. a persons home, hospital, care homes, day support etc. To what extent have you considered the impact of the Care Act within different environments?

■ We have a comprehensive plan to cover various environments

■ We have started this work

■ We have not done this yet

If you've answered that you have a comprehensive plan to cover various environments or you've started this work:

Within which environments have you begun to explore the impact of any new activities with?

■ Hospital (discharge, re hab, re-ablement, Mental Health services)

■ An individuals home

■ Care homes (nursing and residential)

■ Extra care housing

■ Day support

■ Luncheon clubs and similar voluntary sector opportunities

To what extent have you considered whether the new activities identified will affect the needs of the workforce in differing environments?

■ We have begun planning for this across all environments

■ We have begun to think about this in some environments

■ We have not begun to think about this yet

Whilst the Care Act gives clear new standards for services, it is important to consider which desired outcomes for people with care and support needs and their families are not being met currently. This is so the opportunity to plan to improve can be maximised within any changes planned.

Does your organisation have a clear view on which social care outcomes are not currently being sufficiently met by the organisation (either by your own services or commissioned services?)

■ No, we don't know this.

■ We have a fairly clear idea of this

■ We have a comprehensive picture of this

■ Local Authority services

■ Commissioned services

Examine local information

Using and understanding local population data is important in fully understanding the impact that the Care Act may have on your workforce in your area.

To what extent do you agree or disagree with the following statements?

Strongly agree Agree Neither agree/disagree Disagree Strongly disagree Not sure

■ Our organisation currently uses local population data in our workforce planning

■ We have the skills to use local population data to assist workforce planning

■ Analysis of local population data has sufficiently informed the development of our workforce strategy and planning

■ We have a clear understanding of the effect of local population changes on the activities our workforce need to complete

■ We have used local data to estimate what the skills profile of the workforce may need to look like to support the population it serves

■ We have a clear understanding of the role of the local community in co-producing solutions to the challenges that your local data presents

■ We share a large amount of data with partners to help planning

■ We are aware of how Local Strategic Plans can feed into our understanding of the demand for local services.

As far as you are aware, what effect might local population changes have on the workforce that you employ or commission?

Strongly agree Agree Neither agree/ disagree Disagree Strongly disagree Not sure

	Strongly agree	Agree	Neither agree/ disagree	Disagree	Strongly disagree	Not sure
■ We will need a wider variety of skills	<input type="checkbox"/>					
■ We will need a wider spread of level of skills	<input type="checkbox"/>					
■ We will need to up-skill a large part of the existing workforce	<input type="checkbox"/>					
■ We will need to focus on getting many more of our workforce skilled to a basic level in some areas of work	<input type="checkbox"/>					
■ We will need to have some specialists in certain areas of practice	<input type="checkbox"/>					
■ We will need to develop the way we work with key partners such as health and housing	<input type="checkbox"/>					
■ We will have to skill a large number of people to work with those 'outside' of the system via information, advice and guidance.	<input type="checkbox"/>					

Explore Impact on Care and Support Outcomes

To what extent do you agree or disagree with the following statements about documenting and preparing for the likely changes of the Care Act?

	Strongly agree	Agree	Neither agree/disagree	Disagree	Strongly disagree	Not sure
■ We have a clear set of statements stating what workforce changes may be required to achieve our outcomes	<input type="checkbox"/>					

If you chose 'strongly agree' or 'agree' to above question:

■ These statements clearly describe what the intended workforce change is designed to achieve (the outcome)	<input type="checkbox"/>					
■ We have considered how changes in worker activities and roles will affect people with care and support needs and their carers.	<input type="checkbox"/>					
■ We have begun to document how changes in worker activities and roles can have a positive effect for people who need care and support	<input type="checkbox"/>					
■ We have begun to document how changes in worker activities and roles can have a negative effect for people who need care and support	<input type="checkbox"/>					
■ We have begun to document how changes in worker activities and roles can have a positive effect for carers	<input type="checkbox"/>					
■ We have begun to document how changes in worker activities and roles can have a negative effect for carers	<input type="checkbox"/>					

To what extent do you agree or disagree with the following statements about how the Care Act will affect self funders, those in receipt of direct payments and the wider community?

Strongly agree Agree Neither agree/ disagree Disagree Strongly disagree Not sure

■ We have considered how changes in the workforce may impact on those who employ their own staff

■ We understand how any changes in workforce may have an impact on outcomes for people who employ their own staff

■ We have considered how workforce changes may affect the opportunities of those in the local population to gain or enhance their knowledge or skills

■ The workforce outcomes we are hoping for include the local population experiencing better information, advice and guidance (IAG)

Identify Future Workforce Capacity

Do you have a Workforce Development Strategy (WFDS)?

- Yes - we have an existing workforce strategy.
- We are currently writing one
- No - we don't have a workforce strategy
- Don't know

IF yes or we are currently writing one - To what extent do you agree or disagree with the following statement:

Strongly agree Agree Neither agree/ disagree Disagree Strongly disagree Not sure

-
- "We have the skills to modify our WFDS to set out the knowledge, skills and behaviours needed for the new system after the introduction of the Care Act"

IF no, Do you plan to write a Work Force Development Strategy (WFDS)?

- Yes - and it is in our WFDS
- Yes - but it is not in a WFDS
- No - Not clear
- Not sure

In relation to identifying your future workforce capacity, are you clear about the following?

Yes - and it is in our WFDS Yes - but it isn't in our WFDS No - Not clear Not sure

-
- Are you clear about the workforce outcomes you wish to achieve?
 - Are you clear about the workforce attitudes that you wish to achieve?
 - Are you clear on the knowledge and skills that you wish the future workforce to have?
 - Do you have statements/targets on the productivity that you wish to achieve from your staff?

To what extent do you agree or disagree with the following statements about identifying and recruiting for new skills/resources?

	Strongly agree	Agree	Neither agree/disagree	Disagree	Strongly disagree	Not sure
■ We have identified the new tasks that we think will be required to meet the duties of the Care Act	<input type="checkbox"/>					
■ A high proportion of staff may have to increase or develop their skills to meet the requirements of the Care Act	<input type="checkbox"/>					
■ We understand the impact that new tasks will have on existing staff groups	<input type="checkbox"/>					
■ We will be recruiting new staff to undertake completely new roles	<input type="checkbox"/>					
■ We will re-design some existing job roles to deliver new tasks	<input type="checkbox"/>					
■ We will be creating some completely new roles and looking to our present staff group to fill these	<input type="checkbox"/>					
■ We have an up-to-date and accurate profile of the knowledge and skills of the current workforce	<input type="checkbox"/>					
■ We have begun to explore ways of developing integrated approaches to workforce development with health, housing or other key partners	<input type="checkbox"/>					

The Care Act offers opportunities to work in a more integrated way

Which of the following are you working with to explore ways of developing integrated approaches to workforce development?

- Health (CCG's, Primary Care services, Mental Health services)
- Housing (e.g. social landlords)
- Voluntary sector
- Community groups
- Other
- None

The development and implementation of market position statements will generate new or changed needs in the workforces skills and knowledge. How closely aligned are your market position statements to your workforce plans or strategy?

- Our market position statement has a clear relationship and alignment to our workforce plans.
- Our market position statement is partially aligned to our workforce plans or strategy
- Our market position statement is not closely aligned to to our workforce plans or strategy.
- We don't yet have a market position statement

Across this range of people that may need extra skills or knowledge, which will be the first group you will train or work with to increase knowledge?

- Leaders and managers
- One particular team within our authority
- A specific staff group that specialise in people with a particular type of social care need
- The group(s) of staff who have a particular responsibility for one area of the Act (e.g. assessment).
- Don't know / not yet decided

When identifying future workforce capacity you need to be consider everyone involved in the Care Act implementation. This will mean co-producing plans with community groups, carers, individuals and partner agencies in order that they can be informed partners in their local provision, as well as informed to give advice and guidance to those they contact.

How would you describe your current work in this field?

- This work is progressing well
- The work is progressing but we are finding it challenging
- This work is not progressing as planned
- We have not started this work

Which of the following obstacles are you facing when co-producing plans with community groups, carers, individuals and partner agencies. Please tick all that apply:

- We do not have the necessary level of skills to undertake this work
- We do not have a clear enough plan of how to do this work
- We want to extend the function of some existing community groups and forums and this takes time.
- We don't have a good enough network or knowledge of our local community groups and forums and are still to do this work
- We find it challenging engaging in a different way with the voluntary sector groups
- Other obstacles
- None of the above

Implement workforce redesign - monitor and review progress

Whilst the Care Act gives clear new standards for services, it is important to consider which desired outcomes for people with care and support needs and their families are not being met currently, so the opportunity to plan to improve this can be maximised within any changes that you are planning.

Does your organisation have a clear view on which social care outcomes are not being sufficiently met by the organisation (by it's own services or commissioned services) currently?

	We have a comprehensive picture of this	We have a fairly clear idea of this	No, we don't know this
■ LA services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Commissioned services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thinking about realigning your workforce in response to the Care Act, to what extent do you agree or disagree with the following?

	Strongly agree	Agree	Neither agree/disagree	Disagree	Strongly disagree	Not sure
■ All involved parties will be included when defining what needs to change in terms of our workforces practices/ skills or knowledge	<input type="checkbox"/>					
■ We have a clear set of statements documenting changes that may be required to our workforce	<input type="checkbox"/>					
■ These statements clearly describe what the intended change is designed to achieve (the outcome)	<input type="checkbox"/>					
■ We have a clear idea of the difference between input, processes, outputs and outcomes	<input type="checkbox"/>					
■ We are clear who will measure and monitor the planned changes to workforce behaviours/knowledge or skills	<input type="checkbox"/>					
■ We are clear how we will measure and monitor the planned changes to workforce behaviours/knowledge or skills	<input type="checkbox"/>					
■ To what extent do you agree or disagree with the following statements about workforce interventions?	<input type="checkbox"/>					
■ We have defined the outcomes we wish to achieve for workforce interventions	<input type="checkbox"/>					
■ We will achieve changes in behaviours/knowledge or skills through workforce interventions	<input type="checkbox"/>					

	Strongly agree	Agree	Neither agree/disagree	Disagree	Strongly disagree	Not sure
■ We have defined measurable outcomes to workforce interventions	<input type="checkbox"/>					
■ The changes in behaviours/knowledge or skills brought about by workforce interventions should be measurable.	<input type="checkbox"/>					
■ We have identified the workforce interventions that we think have the best chance of achieving the required outcomes	<input type="checkbox"/>					
■ The success of workforce interventions will be measured by the impact upon our stated outcomes	<input type="checkbox"/>					

If you have started this process, are your outcomes SMART (specific, measurable, attainable, realistic and time limited)?

	Yes - All	Yes - Most	Yes - Some	No	Not Sure
■ Specific – target a specific area for improvement	<input type="checkbox"/>				
■ Measurable - quantify or at least suggest an indicator of progress	<input type="checkbox"/>				
■ Assignable – specify who will do it	<input type="checkbox"/>				
■ Realistic – state what results can realistically be achieved, given available resources	<input type="checkbox"/>				
■ Time-related – specify when the result(s) can be achieved.	<input type="checkbox"/>				

What is the likelihood of you using the following workforce interventions to achieve your outcomes?

	Very likely	Fairly likely	Not very likely	Not at all likely	Not sure
■ Training delivered by an in house team	<input type="checkbox"/>				
■ Training delivered by an external training organisation	<input type="checkbox"/>				
■ Peer to peer learning	<input type="checkbox"/>				
■ Mentoring	<input type="checkbox"/>				
■ E-learning	<input type="checkbox"/>				

Are you considering any other workforce interventions?

Thinking about your plans to redefine your workforce, to what extent do you agree or disagree with the following?

	Strongly agree	Agree	Neither agree/ disagree	Disagree	Strongly disagree	Not sure
■ We have a clear plan of how the success of workforce interventions will be monitored	<input type="checkbox"/>					
■ People who need care and support are included in our plans for setting workforce outcomes	<input type="checkbox"/>					
■ People who need care and support are included in our plans for monitoring and measuring the outcomes	<input type="checkbox"/>					

Complete the workforce readiness tool
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or scan the QR code



Skills for Care
West Gate
6 Grace Street
Leeds
LS1 2RP
telephone 0113 245 1716
email info@skillsforcare.org.uk
web www.skillsforcare.org.uk

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