NatPaCT PCT Competency Framework
Pilot Self Assessment Workbook for Competency

9 Workforce

This workbook contains

Summary of Competencies and Tasks under this Competency

Scorecard of Detailed Descriptors and Demonstrators under each Task. Descriptors break down the Task into manageable pieces. Demonstrators are the measures and indicators that enable you to test how well the PCT is doing.

We suggest this method of scoring your PCT’s competence:
- red  urgent attention needed
- amber some work needed
- green  doing well.

Tally Sheets
Use these to draw up lists of your red, amber and green scores.

Summary Sheet
Use this to summarise your scores under each Task.

Help us to help you.
- Get Updates of the Framework
- Share experience with other PCTs
- Find out about relevant Organisational Development Resources through the National Primary and Care Trust Development Programme website

www.natpact.nhs.uk

Give us feedback
This is a pilot workbook. We welcome your comments on how useful
- this format is to you?
- an electronic version would be?

Suggestions for alternatives, improvements, refinements or additional features are all welcome.

Please send them to Helen.I.campbell@doh.gsi.gov.uk or Helen Campbell, NatPaCT, Blenheim House, West One, Duncombe St, Leeds, LS1 4PL, Tel 0113 254 3800 Fax: 0113 254 3809

red - urgent attention needed amber - some work needed green - doing well. Share experience with other PCTs through NatPaCT - The National Primary and Care Trust Development Programme. This Version 8th July 2002 – Updates of Framework, Discussion Forums & Resources at www.natpact.nhs.uk
1. Organisational Maturity
2. Primary Care
3. Service Provision
4. Securing Service Delivery
5. Partnership
6. Health Improvement
7. Community Engagement
8. Clinical Quality
9. Workforce
   9.1 Recruitment and retention
   9.2 Diversity and equality
   9.3 Employment practice
   9.4 Professional development and regulation
   9.5 Education and development
   9.6 Staff involvement and partnership
   9.7 Occupational health
   9.8 Workforce planning
   9.9 The PCT is able to secure and maintain a nursing, midwifery and health visiting workforce with the skills and knowledge to meet local and national health priorities and needs
9. WORKFORCE

9.1 Recruitment and retention

9.1.1 System wide approach and policy to improving recruitment and retention

- Policy co-ordinated with partner organisations
- Regular reporting on staff turnover, sickness monitoring etc
- Co-ordination with or by Workforce Development Confederations
- Joint approach with local authority on housing for key staff
- Exit interviews to support information on organizational strengths and weaknesses
- Systems wide policy and approach to international recruitment
- Systems wide approach, funding and implementation of back to practice courses

9.1.2 Family friendly approach

- Written policies supporting flexible working practices
- Assessment of capacity to improve child care facilities for NHS staff and implementation of recommendations

9.1.3 Flexible approach to retirement

- Written policy on retirement

9.2 Diversity and equality

9.2.1 Diversity and equality within workplace are valued and respected

- Clear written equal opportunities policy
- Monitoring of equal opportunities as part of employment and recruitment

9.3 Employment practice

9.3.1 Access to high quality Human Resources advice and expertise

- Clear arrangements in place to access HR advice. Where those arrangements are part of a shared service, written agreements and standards in place which are regularly reviewed

9.3.2 High quality employment practices which support retention of staff

- Monitoring and review of practices
- Where appropriate, external accreditation of processes, e.g. Investors in People

9.4 Professional development and regulation

- Clear approach to continuing professional development linked to organizational development
- Single integrated regular appraisal and personal development planning system in

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PCT Competency Framework – Self Assessment *Pilot*

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**9.5 Education and development**

- Clear arrangement in place to support development of staff
- Single integrated regular appraisal and personal development planning system in place for all staff employed by the PCT
- Written appraisal and PDP policy and model documentation
- Process in place for support and development of linked appraisal systems for independent contractors and their staff
- Personal development planning process in place for all staff, including independent contractors and staff linked to PCT organizational development plan and workforce development confederations
- Budget for development equitably distributed throughout organisation

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**9.6 Staff involvement and partnership**

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**9.7 Occupational health**

9.7.1 **To have a written agreement for the delivery of occupational health and safety services for all General Practitioners and their staff.**

- To be able to produce a written service level agreement for the provision of an occupational health and safety service for General Practitioners and their staff.

9.7.2 **To have a written agreement for the delivery of occupational health and safety services to all other PCT employees.**

- To be able to produce a written service level agreement for the provision of occupational health and safety services for all other PCT staff.

9.7.3 **To establish a formal arrangement whereby the PCT can access professional occupational health advisory services, from a consultant occupational physician.**

- To have documentation to show that a consultant occupational physician is providing advisory services to the PCT.

9.7.4 **To establish a strategic multi-disciplinary group which can support / develop / instigate relevant workplace initiatives that will help to deliver the overall PCT objectives.**

- To provide minutes of meetings of a multi-disciplinary strategic occupational health, working group.

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**9.8 Workforce planning**
9.8.1 Planning to secure a workforce with the right skills and numbers to deliver fast, convenient and accessible primary care services.

- Integrated with other planning activity e.g. HImp and service, workforce and financial framework (SWaFF)
- Developing a descriptions of the future service
- Scoping the existing workforce
- Options considered for developing the future workforce
- Developing a workforce action plan.

9.9 The PCT is able to secure and maintain a nursing, midwifery and health visiting workforce with the skills and knowledge to meet local and national health priorities and needs

See Health Improvement and Inequalities domain

9.9.1 The lead nurse has skills and knowledge in workforce planning and is actively involved in the PCT’s workforce planning process e.g. to measure turnover, recruitment to areas of need.

9.9.2 A workforce development plan is in place which takes account of the structure set out in the Primary Care Workforce Planning Framework

9.9.3 The PCT works with the WDC and in partnership with Teaching PCT’s (tPCT’s) to ensure training commissions for N,MW&HVs are in place to meet future service needs

9.9.4 All nurses (GP and PCT employed) have Personal Development Plans and are participating in continuing professional development

9.9.5 The PCT workforce has sufficient nurse mentors and practice educators in place and undertakes regular skills audits

- A workforce development plan is in place that secures a N,MW&HVs workforce with the skills and knowledge to meet the needs of the PCT population in the future and is linked to wider PC workforce development plan
- The PCT has information on the current nursing workforce and uses systematic methods to assess future supply and demand
- The PCT has a strategy to plan the nursing workforce across the WDC and all sectors of the health community and linked to service redesign
- The PCT is delivering on specific N,MW&HVs policies (NHS Plan and Making a Difference) e.g. Recruitment and retention
  - CNO 10 key roles (new roles and ways of working)
  - Nurse Consultants
  - Nurse leadership
  - Modern Matrons
  - Improving Working Lives
  - Agenda for Change
- A programme is in place to increase skill mix and encourage N,MW&HVs to acquire...
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### Tally

#### 9. WORKFORCE

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## Summary

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