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Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Staff Health and Wellbeing – A Best Practice Guide for NHS Wales

Workforce Design

Version 1



1. Workforce Planning

Organisations need to plan their workforce based on the needs of their population (short, medium and long term) and effectively deploy and utilise their workforce. Resources to support organisations to do this are available [Workforce Planning Guidance to Support the WFP Toolkit](#).

There are six skill areas needed for workforce planners available [Workforce Planning Principles](#) to support the health and wellbeing of staff:

1. Compassionate and inclusive leadership
2. Collective Leadership
3. Staff and leaders' meeting the core workplace needs of staff
4. Team-based working
5. Working across boundaries and professions with other teams, organisations, community
6. Developing skills of self-compassion

2. Roles and Responsibilities

Supporting staff to understand their roles and responsibilities within the organisation is essential to avoid confusion around the potential for conflicting roles.

Where possible, the different requirements it places upon employees are compatible and well matched to their job descriptions and expectations with clear roles and responsibilities.

All employers should review a variety of approaches to address workload including:

- Exploring options to deploy and develop alternative roles, such as administrative support staff to enable staff to work at the top of their competency, supported by effective multidisciplinary teamworking.
- Review roles to assess whether tasks, activities and processes that do not add significant value either to patient care or staff health and wellbeing.
- Review impact of new technologies being used to assess whether they can increase efficiency and reduce workload.

Ensure that job design and job descriptions consider [autonomy](#) - the need to have control over our work lives, and to be able to act consistently with our values, [belonging](#) - the need to be connected to, cared for, and caring for others around us at work, and to feel valued, respected and supported, and [contribution](#) - the need to experience effectiveness in what we do and deliver valued outcomes.

[The Courage Of Compassion: Supporting Nurses And Midwives To Deliver High-Quality Care | The King's Fund \(kingsfund.org.uk\)](#)

Figure 1: The ABC framework of nurses' and midwives' core work needs



[Guidance available on designing job descriptions.](#)

[Job crafting](#) is about proactive steps and actions to redesign what we do at work, essentially changing tasks, relationships and perceptions of our jobs.

Ensure staff health and wellbeing is strategically aligned with elective recovery plans, including workforce demand and capacity planning and that shift rostering patterns take account of best practice on safe working and provide flexibility taking account of constraints and other responsibilities staff have.

Hackman and Oldman developed a [Job Characteristics Theory \(JCT\)](#). The theory details five core job characteristics which should prompt three critical psychological states, which lead to many favourable personal and work outcomes.

The moderators Growth Need Strength, Knowledge and Skill, and Context Satisfaction should moderate the links between the job characteristics and the psychological states, and the psychological states and the outcomes.

[Working with Stakeholders to Support Workforce Planning \(English\).docx \(live.com\)](#)

Flexible working options should be considered at all levels. [All Wales Flexible Working Policy](#).