

iterative planning, specialist skills, scenario building and stakeholder involvement. Originally workforce planning: balancing the projected demand for and supply of labour in order to have the right number of the right employees in the right place at the right time. Demand influenced by corporate strategies and objectives, the environment and the way staff is utilised within the business. Supply of people projected from current employees (calculation about expected leavers, retirement, promotion etc) + from potential availability of required employees and skills in the relevant labour market. Anticipated demand and supply are reconciled by considering range of options, and plans to achieve a feasible balance are designed. Different organisations will place different emphases on each of these factors, may plan separately or plan some and not others. Framework – bring all aspects of workforce planning together – more traditional approach (behaviour, culture, systems etc) where we want to be, where are we now, what we need to do to make the transition – all operating within the organisation's environment (page 69.)

Environment Analysis: clearly critical considering the impact it has on both organisational and HR strategy (what customer wants, what competitors now offering, what they will want, what can be persuaded to want), need to identify how difficult or easy it will be to find employees with scarce skills, what they will expect from employer, so that we can attract and keep them. be concerned with legislation that will limit or widen the conditions of employment that we offer, with what competitors are offering and with what training schemes are available, locally, nationally, internationally depending on nature of business. Data needs to be collected on social trends, demographic, political legislative and regulatory changes, industrial and technological changes, and current/new competitors, assess the impact these will have on our ability to recruit, develop and keep the required employees with appropriate skills and behaviour, planners need to identify the challenges that the changes pose and work out how to meet these in order that the organisation can achieve its declared strategies and goals.

Forecasting Future HR needs. Three simple techniques are in HR implications checklist: strategic brainstorming exercise, the use of 'confront' (Boxall and Purcell 2003, Turner 2002), scenarios and contingency planning can be used to describe alternative organisational futures and prepare HR responses to these (pp. 72). Forecasting employee demand based on the organisation's strategic objectives. Objective and subjective approaches. **Objective:** statistical and work-study approaches, **statistical** models generally relate employee number demand to specific organisational circumstances and activities, model can take account of determining factors-product, sales, passenger miles, level of service, finance available, more sophisticated models: account of economies of scale, employee utilisation. **Work study method** – based on analysis of tasks to be done and time each takes. Person-hours needed / unit of output can be calculated, standards are developed for the numbers and levels of employees required. Most useful in production work, need to be checked regularly to make sure they are still appropriate. Classified as objective measure however due to (development of standards and the grouping of tasks is partly dependent on human judgement! could be considered as subjective. **Subjective:** Most common method of demand forecasting is managerial judgement, can include judgements of other operational and technical staff, level of managers too, relies on managers estimates of workforce demand based on past experience, with this method it's difficult to cope with changes that are very different from past experiences. Less precise than statistical methods, more comprehensive, important even when statistical method used. The way HR resource is utilised will change the number of employees required and the necessary skills needed, changes in utilisation often prompted by the need to save money or the difficulty in recruiting. Many ways to change how