

Chapter 17: Developing and implementing workforce plans

Workforce plans

- One of the central activities of human resource management and helps organisations to foresee change, to identify trends and to implement human resource policies.
 - It is an important part of the overall strategic plan and should be centralised to ensure a whole-company view.
- Efficient workforce planning requires managers to question the existing employment structure at every opportunity.

Stages in workforce planning

- Setting objectives
- Forecasting the future demand for labour
- Assessing the current workforce
- Identifying the shortfall or oversupply between the workforce needed in the future and the current workforce
- Reviewing the internal and external supply of labour in relation to the organisation's future requirements
- Developing strategies to fill the gaps or reduce the oversupply of labour

Components of a workforce plan

- Workforce plans are the culmination of the workforce planning process described above.
- Appropriate plans should be drawn up for the short, medium and long term.
- Plans should include the background analysis involved in the various stages of the workforce planning process and a detailed plan of action.

Assessing internal and external influences on workforce plan

Internal influences on the workforce plan

- The organisation's corporate or strategic plan, including its corporate objectives.
- The organisation's marketing and production plans, including its marketing and production objectives.
- The financial position of the organisation.
- The internal labour supply.
- Other internal factors.

External influences on workforce plans

- Market conditions
- The labour market and demographic trends
- The state of the economy and government policy
- Legislation
- Local factors

Issues in implementing workforce plan

- Employer/employee relations
- Corporate image
- Cost
- Training

The value of using workforce plans

- Ensures that an organisation has a sufficient and appropriately skilled workforce to meet its