



Having the **RIGHT** Number & Type of People in the **RIGHT** Place, at the **RIGHT** Time at **LEAST COST & RISK** to the Organization

# Strategic Workforce Planning – Master Resource Manual **(Sneak Peek)**

## Table of Contents

1. Elevating HR Department Role, Impact & Recognition .....	5
2. Establishing HR Department Vision & Custodianship.....	6
3. Data-Driven Process .....	7
4. Introducing a New Element in the Annual Business Planning Process.....	8
5. Establishing HR Department Key Accountabilities .....	9
6. Understanding the Workforce Planning Role & Contribution.....	10
7. HR Workforce Planning Lead Position Description .....	12
8. Establishing Your Strategic Workforce Planning Model & Methodology .....	18
9. Establishing HR Governance & Facilitation Processes .....	20
10. Step Two – Environmental Scanning Deep Dive .....	24
11. Step Three – Workforce Demand Planning .....	27
12. Step Four – Workforce Supply Planning .....	37
13. Step Five – Workforce Viability Planning - .....	41
14. Step Six – Workforce Well-Being Planning .....	45
15. Step Seven – Workforce Planning Reporting.....	47
16. Why Workforce Planning Reporting is Important .....	48
17. The Three Key Elements that Create Effective Workforce Planning Reporting .....	52
18. Workforce Planning Template Report – Headcount .....	55
19. Workforce Planning Template Report – Turnover .....	56
20. Workforce Planning Template Report – Succession Planning.....	57
21. Workforce Planning Template Report – Talent Management .....	58
22. Workforce Planning Template Report – Training & Development .....	59

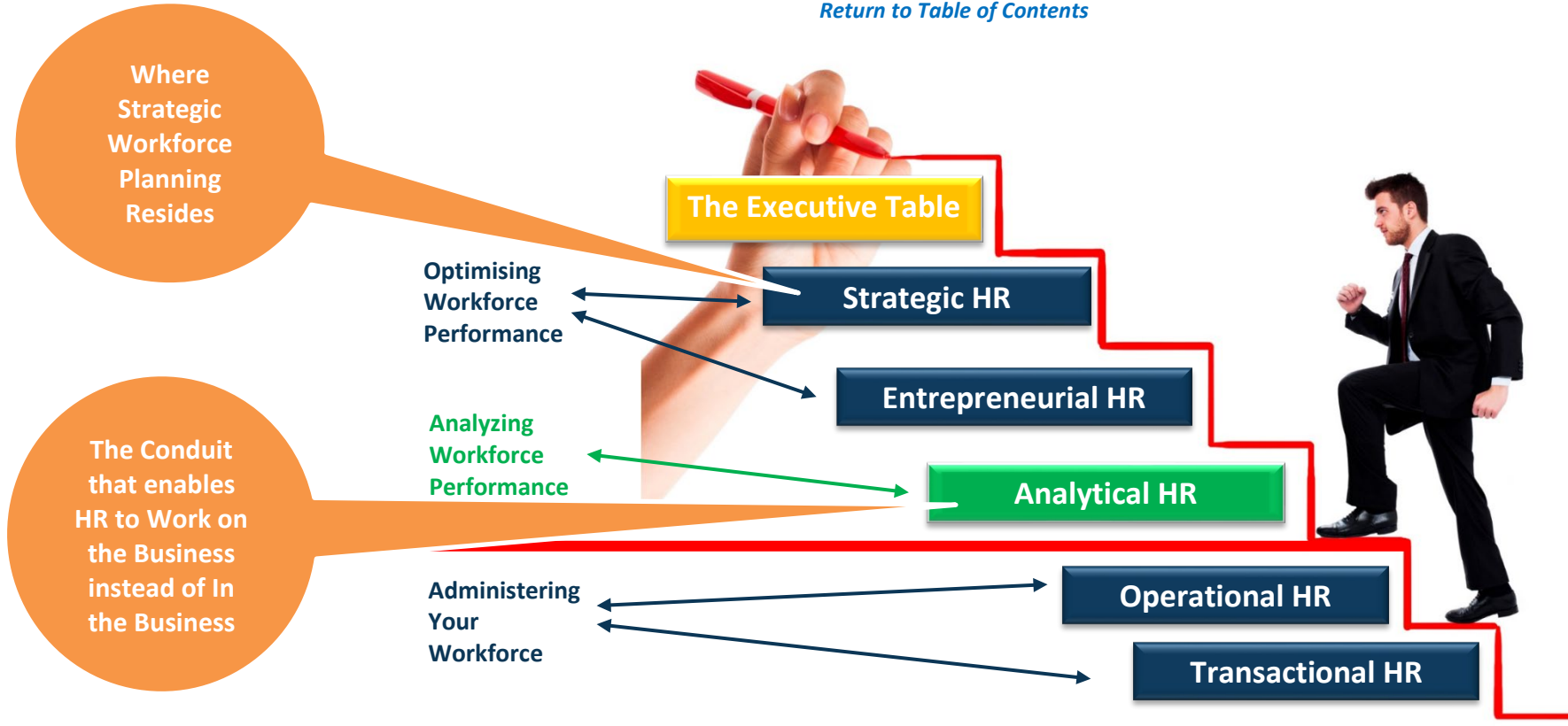
## Table of Contents

23. Workforce Planning Template Report – Recruitment Performance .....	60
24. Workforce Planning Template Report – Redeployments.....	61
25. Workforce Planning Template Annual Scorecard-Labour Utilization & Efficiency.....	63
26. Workforce Planning Template Annual Scorecard-Labour Utilization & Efficiency Definitions .....	64
27. Workforce Planning Template Annual Scorecard -Labour Staffing & Headcount .....	65
28. Workforce Planning Template Annual Scorecard -Labour Staffing & Headcount Definitions .....	66
29. Workforce Planning Template Annual Scorecard -Labour Supply .....	67
30. Workforce Planning Template Annual Scorecard -Labour Supply Definitions.....	68
31. Workplace Planning Template Annual Scorecard – Labour Viability .....	69
32. Workplace Planning Template Annual Scorecard – Labour Viability Definitions.....	70
33. Workforce Planning Template Annual Scorecard -Labour Well-Being.....	75
34. Workforce Planning Template Annual Scorecard -Labour Well-Being Definitions .....	76
35. Step Eight – HR Department Strategic Planning.....	77
36. Strategic Workforce Planning - Other Ways We Can Assist You .....	78
37. About Moore HR .....	79

*All data included in this manual is fictitious, and provided for illustrative purposes only*

## Our HR Department Development Model

[Return to Table of Contents](#)



When properly designed and executed, Strategic Workforce Planning enables the HR Department to make a powerful and ongoing contribution at the strategic level of the organization. To successfully transition from working in the business to working on the business instead

# Elevating the Role, Contribution & Recognition of Your HR Department





As the custodians of Workforce Planning in most organizations, it is essential that in the first instance the HR Department establishes a shared vision & understanding regarding: -

1. What Workforce Planning comprises and how it contributes to organizational performance and results?
2. How Workforce Planning impacts upon future HR Department Strategic Planning objectives and priorities?
3. What level of support is desired across all functions within the HR Department?
4. How Workforce Planning can be best developed and executed throughout all areas within the organization?

Thereafter, the focus can change to the design and development of a suitable workforce planning model and methodology, followed by the creation of effective governance and facilitation processes that ensure consistent uptake and application in all areas of the organization.

Once completed and agreed within HR, it is then time to engage with key internal stakeholders to ensure that there exists: -

1. A common understanding as to what Strategic Workforce Planning is and how it will contribute to business performance
2. A realization that the prevailing business planning process must incorporate Workforce Planning as an essential element moving forward
3. An ongoing commitment to the desired governance process, including the provision of designated peoples as required
4. A recognition that an effective interface between HR & Finance Department systems is essential to ensure consistent application of all identified data

## First Things First – Establishing HR Department Vision & Custodianship



### Sample Data Types Required – Historical & Projected (Future)

- Business Sales, Revenue, Income, Performance
  - Consumer Demand
- Acquisitions, Mergers, Sell-Offs, Closures
- Expansion, Contraction, Provision of Services
- Capital Expenditure, New Technology, Process Improvement, Legislative Impact
  - Workforce Utilization & Efficiency
- Workforce Retention & Turnover, Competitor & Industry Projections
  - Economic Forecasts & Projections
  - Labour Market Forecasts & Projections
  - Workforce Well-Being & Welfare
  - Workforce Demographics

The single most important thing to understand about Strategic Workforce Planning is that it is a data-driven process. The better the data you input, the better the results you will achieve

**First Things First – Establishing HR Department Vision & Custodianship**



## Strategic Workforce Planning introduces a new element within the annual Business Planning Process

As custodians of the Workforce Planning Process, the HR Department becomes a central player & contributor to the delivery of future organizational objectives & aspirations



Business Plan informs Workforce Plan, Workforce Plan informs Financial Plan.



### Escaping the Drudgery of Administration and Paperwork

Elevate the role & contribution of your HR Department now! Make sure you CEO/Executive Team buy-in to a three step Strategic Planning Model, executed in the order as illustrated.

# First Things First – Establishing HR Department Vision & Custodianship



## Establishing HR Department Key Accountabilities in Strategic Workforce Planning

1. To create integrated systems and processes that enable executives/line managers to forecast their future workforce requirements
2. To engage, facilitate, support, and enable executives/line managers/HR business partners in successfully executing the systems and processes as previously created
3. To integrate and facilitate translation of workforce structures and headcount into annual salary and wages budgets
4. To integrate and coordinate delivery of short- and long-term resourcing /procurement strategies throughout the organization
5. To engage key executives/line managers in relation to long range workforce management and sustainability challenges facing the organisation
6. To engage key executives/line managers in relation to current/future challenges relating to ongoing workforce well-being & welfare
7. To create, implement and maintain integrated metrics & reporting that underpin and sustain workforce planning and effective workforce management throughout the organization
8. To design & facilitate Workforce Planning Program roll-out & execution through-out the organization
9. To ensure that Department Heads & Line Managers undertake and complete the actual workforce planning process on an annual basis

# First Things First – Establishing HR Department Vision & Custodianship



## Understanding the Workforce Planning Role & Contribution to the Organization & the HR Department



### Recommended Key Areas of Accountability

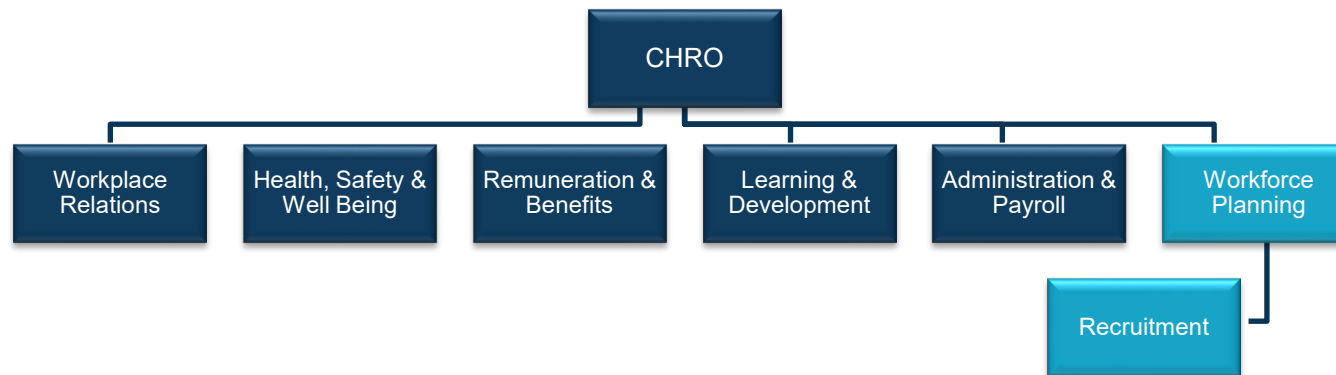
1. To create integrated labour demand, supply, environmental & sustainability systems and processes that enable executives & line managers to effectively forecast and manage their future workforce requirements.
2. To coordinate and oversee the execution of identified labour utilization programs that progressively enhance workforce efficiency & effectiveness.
3. To coordinate and oversee the execution of forecast short to long range labour supply strategies that maximise resourcing capability on an ongoing basis.
4. To coordinate and oversee the execution of workforce development programs that enhance bench-strength and depth in forecast critical risk roles & job families.
5. To coordinate and oversee the development of intervention strategies that effectively address forecast medium to long range workforce sustainability issues.

Chances are your newly appointed Workforce Planning Lead does not really understand their role, let alone any of the other members of the HR Leadership Team, maybe not even the CHRO?

For this person to have any real chance of success the CHRO must clearly define and communicate key position accountabilities and impact upon the HR Department moving forwards.

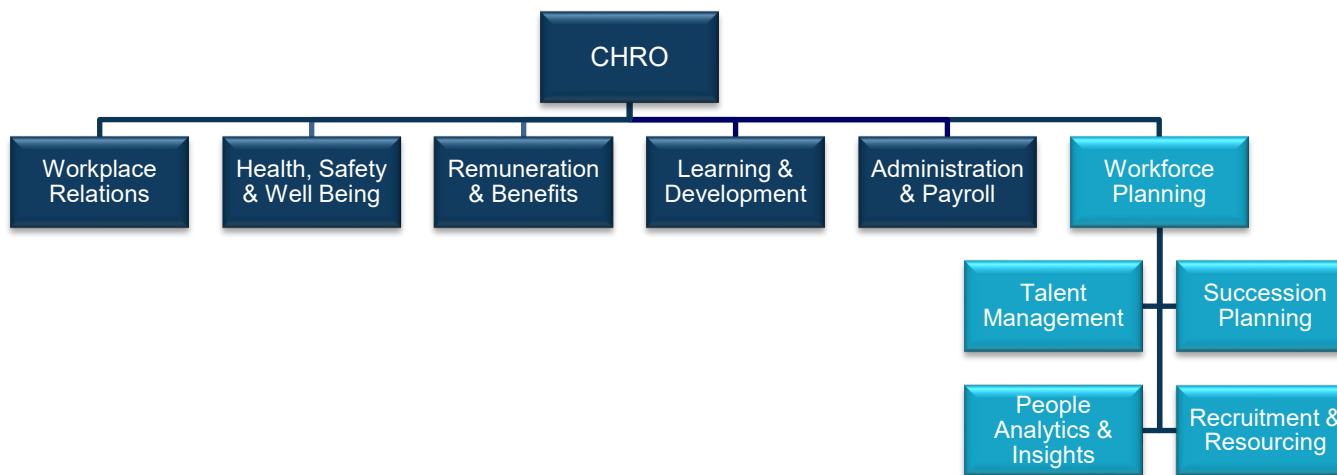
# First Things First – Establishing HR Department Vision & Custodianship

## Understanding the Workforce Planning Role & Contribution to the Organization & the HR Department



When misunderstood and left isolated within the HR Department, most likely, the Workforce Planning Lead/function will inevitably gravitate into a pure resourcing & supply role.

That is, unless the incumbent becomes totally disillusioned and departs the organization



When properly structured and supported, the Workforce Planning Lead/function will blossom into a multi-faceted role bringing together many dislocated HR functions, providing consistency of purpose and direction, while making a major contribution to future workforce alignment and delivery of business plans, objectives & aspirations

# First Things First – Establishing HR Department Vision & Custodianship

## Establishing Your Strategic Workforce Planning Model & Methodology

### 01. HR Department Vision & Custodianship

Understanding the HR Department's role and responsibilities in order to successfully design & deliver a best-of-breed strategic workforce planning program throughout the organization

### 03. Workforce Demand Planning

Effectively forecasting future workforce headcount & job families aligned with key business plans & objectives. Seeking out opportunities to optimize workforce utilization, efficiency & consumer service

### 05. Workforce Viability Planning

Effectively forecasting & planning medium to long-term changes in workforce demographics, capability & integration that ensure ongoing relevance & affordability

### 07. Workforce Planning Reporting & Analytics

Analysing & evaluating your Workforce Planning progress in order to identify adverse performance trends and opportunities for improvement.

### 02. Environmental Scanning Deep-Dive

Identifying, capturing, & configuring historical & projected organizational, workforce and economic data that underpins the workforce planning process

### 04. Workforce Supply Planning

Effectively forecasting and planning future workforce resourcing & development strategies that ensure ongoing staff availability delivered in accordance with forecast labour demand

### 06. Workforce Well-Being Planning

Effectively forecasting & planning your desired working environment, what your staff will experience, and how it will impact upon their personal wellness and welfare

### 08. HR Department Strategic Planning

Optimising HR Department alignment, capability, effectiveness & resilience

Combining meaningful data with knowledgeable people, credible systems, and a multi-tiered consultative process.

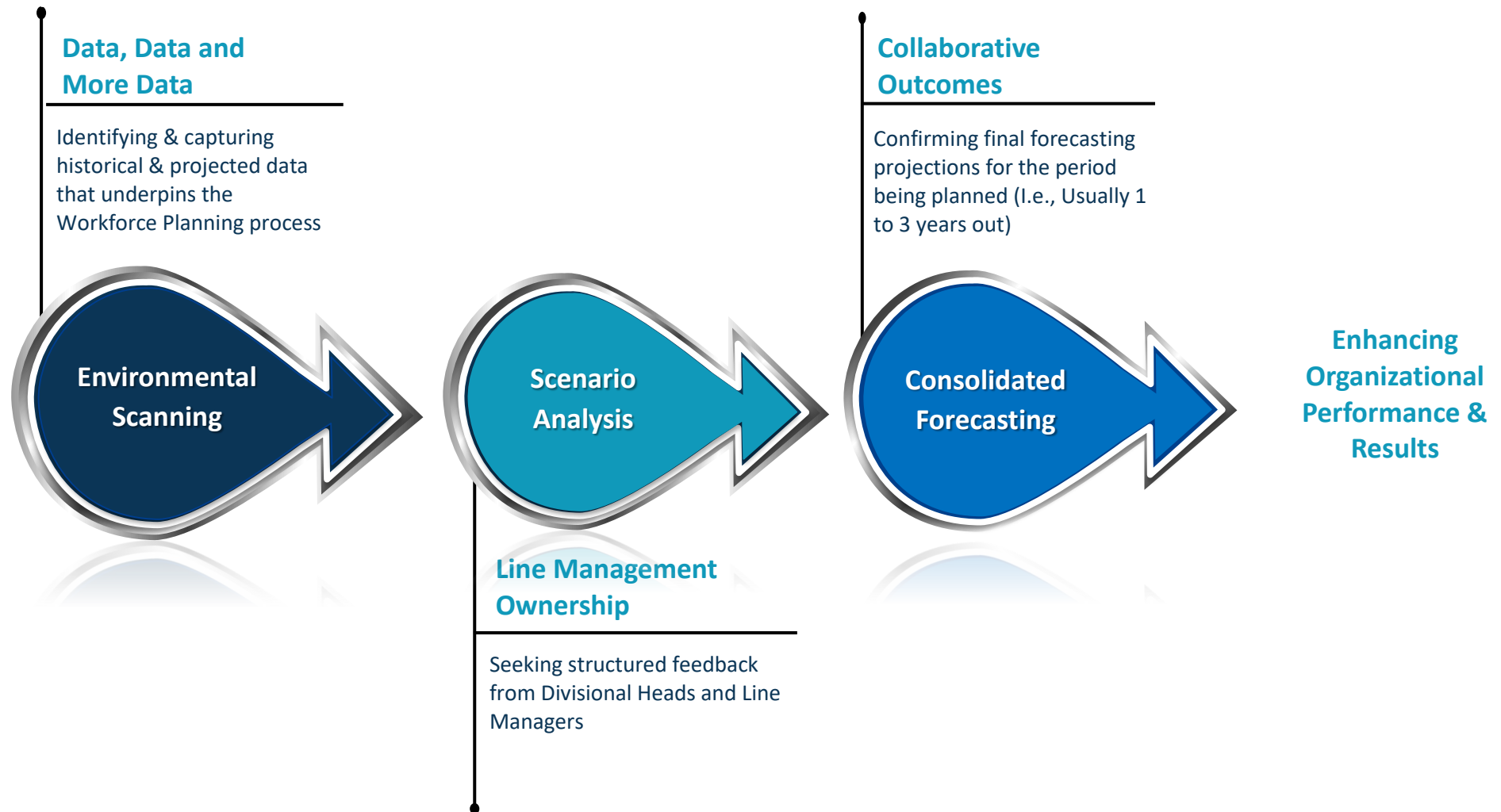
The results will surprise you!

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# First Things First – Establishing HR Department Vision & Custodianship



## Establishing Your Strategic Workforce Planning Model & Methodology



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# First Things First – Establishing HR Department Vision & Custodianship



### eLearning Booklets & Manuals

Use our range of Workforce Planning Resource Booklets & Manuals to get you started & headed in the right direction

### eLearning Capability Development Classes

Developing your fundamental knowledge & understanding of Strategic Workforce Planning. Select from our range of short, sharp & thought-provoking online classes (Seventy-five minutes duration).

### eLearning Strategy Design Packages

Providing you with the right blend of training & development, resources & tools, and ongoing coaching that enables you to create & execute a detailed Workforce Planning Program without leaving your office.

### eAdvisory & Support Services

Book-in for a thirty or sixty-minute on-line coaching, brainstorming or engagement session. Receive, fast, practical, and well-grounded guidance & advice

### Custom-Designed Strategic Workforce Planning Programs & Workshops

We offer three separate custom-design programs centered around Workforce Planning Strategy Design, Workforce Planning Reporting & Analytics and Workforce Planning HR Support Programs, all designed to meet your organization's specific needs. (A comprehensive master resource manual is included). Alternatively, we can custom build & facilitate an advanced, in-house training & development workshop that meets your specific needs. (Three days duration/Six hours per day, breaks included)

# Strategic Workforce Planning – Other Ways We Can Assist You



**Stephen Moore**

**Founder & Director**  
**Established 1995**

Stephen Moore spent the first twenty years of his professional career occupying a diverse range of Employee Relations roles within leading organizations including Trans Australia Airlines, Ford Motor Company & Coles-Myer. In late 1995 Stephen formed Optimum Performance HR Consultants, where he spent the next two decades primarily designing & delivering people metrics, analytics & planning solutions to a diverse client base located throughout Australia, New Zealand, Asia & South Africa.

After a short stint in the HR software development industry, in early 2018, Stephen established a new consulting practice (MOORE HR), which provides a range of online and in-house programs and services that support HR Departments in successfully designing, executing, and sustaining Strategic Workforce Planning programs throughout their organizations.

Along this long and often unpredictable journey, Stephen has collaborated with the Australian Human Resources Institute, the Human Resources Institute of New Zealand, the Hong Kong Human Resources Institute, the Public Service Commission WA and Latrobe/Deakin University Graduate Schools of Management in designing & delivering a diverse range of public training workshops, conferences, tertiary level distance learning courses, and MBA master-classes to more than 3,000 HR professionals located across nine separate countries.

Stephen also developed and managed his own USA HR Best - Practice Study Tour, where for more than a decade, senior Australian Human Resources executives were provided with the opportunity to benchmark pre-eminent organizations, who amongst others included Harley - Davidson, FedEx, NASA, Cisco Systems, Hewlett-Packard, and Marriott Hotels.

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