



Workforce Forecasting & Planning - HR Department Starters Manual



“Exploring the Essential Pre-Requisites that Underpin Effective Workforce Forecasting & Planning in Your Organisation”

Introduction

Strategic workforce planning constitutes one of the most powerful programs/services that any Human Resources Department can contribute to its organisation, and one of the most important priorities that CEO's/Boards should be setting for their HR teams to accomplish.

To ensure that your organisation remains viable and sustainable into the future, now is the time for pro-active HR Departments to embrace and implement comprehensive workforce planning programs that form an integral component within their organisations overall business planning process.



This Workforce Forecasting & Planning HR Department Starters Manual is filled within important tips, ideas, tools and templates to assist HR Departments in designing and implementing an integrated program throughout their organisations.

Comprising more than 60 pages of content, it contains: -

- Our workforce planning model & methodology;
- Example HR Department organization structure & WFP Lead template position description;
- Our ten essential prerequisites that underpin the design and execution of a successful workforce forecasting and planning program in any organization;
- Sample workforce forecasting templates;
- Sample annual workforce planning scorecards;

We trust that you will find this manual to be a valuable and worthwhile addition to your Human Resources Department. "What gets measured gets managed".

Stephen Moore
Founder & Director

Online Support Services

In purchasing this manual it is important to note that should you require additional support, we provide E-Advisory and E-Learning services via our website, where you can schedule and pay for on-line **coaching, mentoring or training sessions** at your convenience.

We also provide a range of manuals and other tools that you can purchase and down - load from our on-line shopping cart facility, also available on our website.

For more information, please visit <https://moore-hr.com.au>, email me at enquiries@moore-hr.com.au, or call me on (03) 9994 5193.



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Examining the Ten Essential Pre-Requisites for Success



“Exploring the Essential Pre-Requisites that Underpin Effective Workforce Planning in Your Organisation”

Step One: Establishing HR Department Clarity & Understanding

What are Human Capital Management Analytics? What are People Analytics? What is Workforce Forecasting & Planning? How does it benefit the organization? As the appointed custodians of Strategic Workforce Planning, what is the true role and contribution of the Human Resources Department? Does a common vision & understanding exist amongst senior members of the HR team?

Human Capital Management Analytics

Human Capital Management Analytics comprise an integrated suite of workforce Key Performance Indicators that deliver meaningful reporting and insights to executives, line managers and HR business partners, thereby enabling continuous improvement in workforce efficiency & effectiveness, staffing & resourcing, capability & engagement.

When properly executed, Human Capital Management Analytics enable the organization to make informed and considered decisions about current and future workforce management and performance.

People Analytics

People Analytics are a sub-set of Human Capital Management Analytics, providing specific performance measures that are utilised to populate each workforce Key Performance Indicator report that the HR Department generates.

Workforce Forecasting & Planning

Strategic Workforce Planning is primarily focussed upon the design and delivery of workforce forecasting reports that enable the organisation to effectively align future workforce structures, staffing, resourcing and development with prevailing business plans, objectives and aspirations.

HR Vision & Purpose

In order to achieve the best possible results, it is essential that the HR team collectively understands the key principles underpinning Strategic Workforce Planning, as well as the accountabilities and ongoing contribution expected from each separate HR business unit. Establishing a collaborative process within HR that supports your appointed Workforce Planning Lead will provide the best opportunity for developing and sustaining a successful program into the future.

Some Over-Riding Key Principles: -

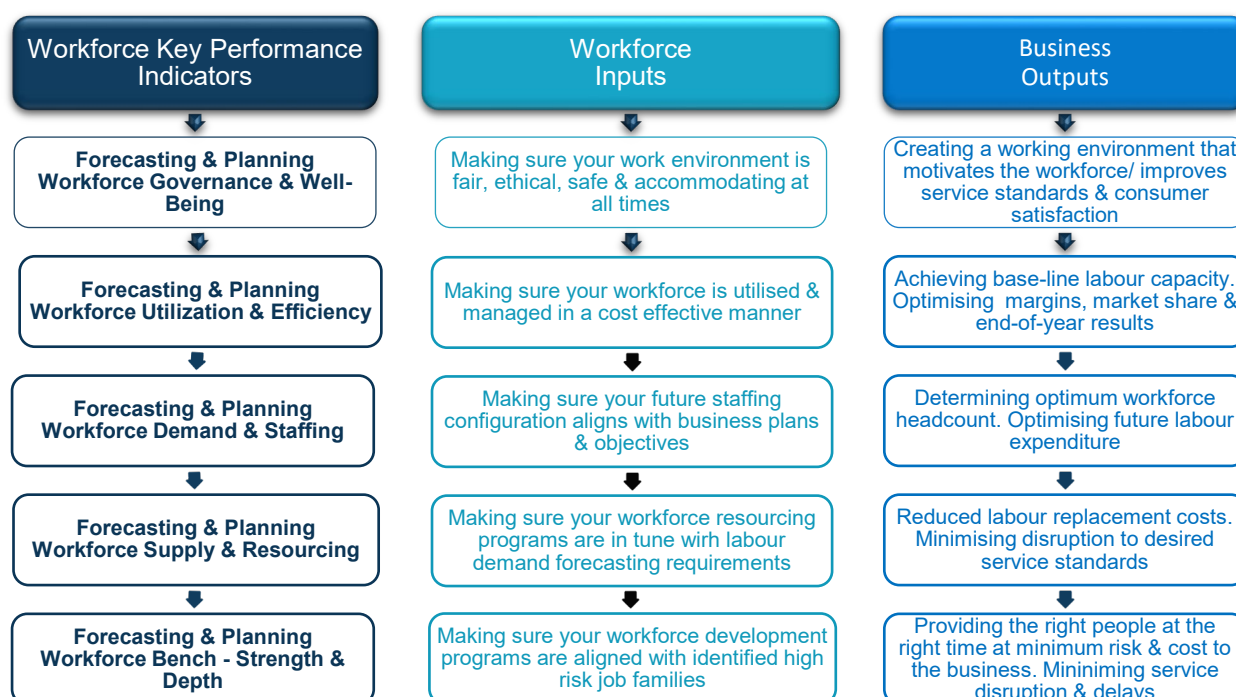
- **It is the primary role of Human Resources** to initiate and oversee the initial design of the intended workforce forecasting & reporting methodology that incorporates the right blend of business, workforce and labour market data and analytics suitable to the needs of the organisation. Thereafter **it is the primary responsibility of Human Resources** to seek-out and gain on-going support from all key stake – holders, including the CEO/Senior Management team, the Finance Department and all Functional Heads throughout the organisation;
- Once your methodology and processes have been established, **it is the ongoing responsibility of Human Resources** to facilitate program execution and correct application throughout the organisation;

Step One: Establishing HR Department Clarity & Understanding

- It is not the responsibility of Human Resources to accept sole responsibility for undertaking/completing the actual forecasting process on behalf of the organisation. It remains the domain of Divisional Heads and the Finance Department to undertake and complete all designated forecasting processes/headcount scheduling and salaries and wages budgeting thereafter;
- It is the responsibility of Human Resources to assist the Executive Team/Divisional Heads and Line Managers in designing and instigating effective solutions to staff labour shortages and identified critical risk job families detected during the forecasting process. Similarly, it is the responsibility of Human Resources to assist line managers in relation to identified critical risk areas linked to long-term workforce sustainability forecasting and planning;
- It is the primary role of executives, divisional heads and line managers to actively embrace and utilise the workforce forecasting and planning tools they receive from the HR Department, and thereafter to seek out assistance in resolving identified adverse forecasting trends;

Evaluating Business Impact

As demonstrated in the following model, when properly executed and maintained workforce forecasting, planning and risk mitigation can generate positive results within any organisation:



Step One: Establishing HR Department Clarity & Understanding

Evaluating Workforce Impact

The design and introduction of a detailed workforce planning program will inevitably lead to an improvement in the prevailing working environment provided to all employees through greater emphasis being placed upon: -

- Role clarity & purpose;
- Finding more efficient and productive ways to get work done;
- Identifying and developing skills and capabilities that improve staff contribution;
- Building career paths that meet future resourcing needs;
- Ensuring satisfaction and retention of the new and improved workforce;

Evaluating Impact upon the HR Department

When effectively practiced and applied, workforce forecasting, planning and risk mitigation enable Human Resources Departments to transform from an operational support role to that of value-added business partner. To successfully move from working in the business to working on the business instead.

To escape the drudgery of administration and compliance by becoming business entrepreneurs armed with meaningful data and forecasting reports that identify future staffing, resourcing and sustainability needs linked to future business plans, objectives and aspirations.

Notation:

Along this journey however, to be truly effective HR professionals must also learn new skills in data capture, presentation, analysis and story – telling that will engage their key internal stake - holders and demonstrate the ongoing HR business contribution.

Step Three: Establishing Your Workforce Forecasting & Planning Model & Methodology

How does HR design a workforce planning model and methodology that will deliver the best possible (and sustainable) results throughout the organization? What are the key elements that should be considered? Who should be consulted along the way?

In the first instance, it is important to note that Strategic Workforce Planning is based upon a fundamental three – step process, sequenced in the following order: -

- 1) **Business Plan:** - What are the key business plans and objectives your organisation is planning to instigate during the period being forecast? (I.e. 1 to 3 years)
- 2) **Workforce Plan:** - What are the consequential impacts of the business plan upon demand for people (up or down/new or different) during the period being forecast? Subsequently, what is your organisations capability to resource and procure any forecast changes in workforce composition within acceptable time - frames and costs to your business?
- 3) **Financial Plan:** How do you take agreed/approved outcomes from the workforce planning process and translate them into accurate and effective salaries and wages budgets for the period being forecast?

Notation :

If your organization presently operates in an environment whereby it is the finance department that issues projected salaries and wages budgets to all divisions each year, a major transformation in thinking may be necessary if our methodology/approach to workforce planning is to have any real chance of success in your business moving forward: -



If you are ready and willing to proceed, based upon our 25 years' experience and research, on page 11 we have illustrated our integrated, three - step workforce forecasting, planning and risk mitigation model & methodology.

As an added note, prior to burning up any - more precious time or resources, after your model and process have been established, we encourage you to engage with your CEO/Senior Management team in order to ensure that: -

- 1) There exists a clear understanding as to the purpose and value Workforce Planning will bring to the organisation;
- 2) There is real appetite and a genuine interest in incorporating Workforce Planning within the organisation's strategic business planning process;

Step Three: Establishing Your Workforce Forecasting & Planning Model & Methodology

- 3) There is a general consensus that Workforce Planning is a business - driven program supported by the Human Resources Department, as opposed to an expectation that the HR Department can complete all aspects of the program on behalf of the entire organisation;

Our Strategic Workforce Forecasting & Planning Model & Methodology

Step One - Labour Demand Planning

Forecasting & planning future workforce labour mix, scheduling & utilization combined with configuration, head - count & salaries & wages budgeting

**Short Term
1 to 3 Years**

Optimising current workforce efficiency, expenditure & headcount

- Evaluating workforce staffing configuration & ratios;
- Evaluating workforce utilization & expenditure;
- Evaluating workforce rostering & business synching practices;
- Evaluating workforce leave management & replacement practices;
- Evaluating staff wages growth & EBA outcomes;
- Evaluating usage of external contractors and/or agency staff;

Shaping the future workforce to underpin business plans & objectives

- Determining externally generated growth factors & projections;
- Determining internally generated growth factors & projections;
- Determining external/internal growth projections impact upon future job family & headcount forecasts;
- Determining workforce replacement projections;
- Determining salaries & wages budgets;
- Determining resourcing timetables & scheduling;

Step Two - Labour Supply Planning

Forecasting & planning future workforce resourcing capability & bench - strength

**Short Term
1 to 3 Years**

Procuring the best possible people at least possible cost & risk to the business

- Evaluating external & internal labour market trends;
- Identifying & prioritizing critical risk job family resourcing capacity;
- Developing & costing critical risk job family resourcing strategies;
- Developing succession planning & talent management programs to provide resourcing pipelines;
- Developing Knowledge Retention programs to ensure continuity;

Step Three - Labour Risk Planning

Forecasting & planning future workforce risk & viability intervention programs

**Medium to Long Term
5 to 10 Years**

Minimizing unexpected expenditure or interruption to business operating standards

- Evaluating & improving staff working experience & environment;
- Evaluating demographic trends including age, LOS & generational mix;
- Evaluating progressive salaries & wages drift;
- Evaluating diversity trends, & associated integration challenges;
- Developing flexible & accommodating working arrangements;
- Evaluating & updating value-proposition & offering;
- Evaluating leadership criteria & capability;
- Evaluating workforce



Ordering Your Workforce Forecasting & Planning - HR Department Starters Manual



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Ordering Your Workforce Forecasting & Planning - HR Department Starters Manual

Our Workforce Forecasting & Planning - HR Department Starters Manual is priced at just **AU\$125 per copy** (Bulk orders can also be arranged)

Option	Description	Price
Human Capital Management Analytics - Master Reporting Manual	Our Human Capital Management Analytics Master Reporting Manual is the ultimate reference point to assist you in creating an integrated measurement, reporting and evaluation program suitable to your organisation's specific needs.	AU\$295
Human Capital Management Analytics - HR Department Starters Manual	This manual is filled with important tips, ideas, tools and templates that enable HR Departments to create a comprehensive workforce reporting & evaluation strategy for their organisations. (It is the perfect companion to our Human Capital Management Analytics - Master Reporting Manual).	AU\$125
Workforce Forecasting & Planning - HR Department Starters Manual	<p>This manual is filled with important tips, ideas, tools and templates that enable HR Departments to create a comprehensive workforce forecasting & planning strategy for their organisations. Comprising more than 60 pages of content, it contains: -</p> <ul style="list-style-type: none"> • Our workforce planning analytics mode & methodology; • Example HR Department organization structure & WFP Lead template position description; • Our ten essential prerequisites that underpin the design and execution of a successful workforce forecasting and planning program in any organization; • Sample workforce forecasting templates; • Sample annual workforce planning scorecards; 	AU\$125
HR Department Measurement & Reporting Manual	This manual is filled with important tips, ideas, tools and templates that enable HR Departments to create and implement comprehensive reporting & evaluation within their very own HR functions	AU\$125

Ordering Your Workforce Forecasting & Planning - HR Department Starters Manual

Option	Description	Price
Placing Your Order	You can visit the Shopping Cart facility on our website to make payment and receive your order by automatic download	
	If you would prefer to make payment via invoice, or you are interested in ordering additional copies, you can click on the Contact Us page on our website and send us your specific requirements	
Product Copyright	Please note that our products are copyright. They cannot be replicated, reproduced or transmitted to any person other than the purchaser without additional payment being agreed and paid to us	
E - Advisory Services	If would like additional coaching or mentoring in relation to any key aspect of our workforce forecasting, planning or risk mitigation services we offer an on-line advisory service that you can book at any time. (Please refer to our website)	AU\$75 per 30 minutes or AU\$150 per 60 minutes
E - Learning Classes	If you would prefer a more in-depth approach, we offer structured E Learning classes comprising one two-hour online class incorporating a pre-session questionnaire and comprehensive soft-copy participants work-book. (Please refer to our website)	AU\$750 per class (Group participation available)

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Stephen Moore
Founder & Managing Director

Stephen Moore spent the first half of his professional career occupying senior Employee Relations roles with leading organizations including Qantas, Ford Motor Company & Coles-Myer. It was here that his interest in workforce productivity & efficiency improvement was first ignited.

In 1995 Stephen formed Optimum Performance HR Consultants, where he spent the next two decades 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, Stephen recently established a new consulting practice dedicated to Human Capital Management Analytics, a natural progression upon the work he has previously undertaken.

In his current role Stephen assists HR professionals, executives & line managers in utilizing data-driven methodologies & processes that enable them to effectively forecast & plan: -

- Workforce efficiency & base - line labour strength;
- Workforce staffing demand & resourcing priorities;
- Workforce supply-chain & continuity;
- Workforce viability & sustainability;

Complementing his workforce planning services, Stephen also assists HR teams in creating & implementing integrated workforce reporting & optimization analytics, as well as HR Department strategic capability & effectiveness analytics.

Along the journey Stephen has collaborated with the Australian Human Resources Institute (6 years), the Human Resources Institute of New Zealand (7 years) & the Hong Kong Institute of Human Resources Management (6 Years) in designing & delivering a diverse range of people analytics training workshops to more than 3,000 HR professionals.

In 2018 Stephen collaborated with Deakin University in designing and authoring a four-week MBA People Analytics Master – Class, as well a post graduate unit in People Analytics comprising 10 separate classes completed in an on-line, blended learning format.

Most recently Stephen has been appointed by the Human Capital Institute of America as their exclusive faculty member and trainer for the Australia & New Zealand Region.

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What Some of Our Clients Say About Us

"Stephen is an entertaining, straight to the point and experienced professional with great public speaking skills and the ability to apply theory into practical examples in many different structures and organizations. We are happy we were able to join the course and will definitely stay in touch with Stephen for more learning moments and insights"

Vice President Strategic Analysis Venetian Macau Limited

"Stephen is a guru who coached the SEEK team to make significant improvements in our approach to HR metrics. Stephen is a pleasure to work with and a great trainer. He can adapt to any level of experience and gives amazing insights no matter where the conversation goes"

Group HR Director, SEEK Limited

"Stephen's in-depth knowledge and experience with HR metrics is integral to any organisation trying to establish an HR Metrics Dashboard within their business. Stephen is a strategic thinker who can influence HR personnel to deliver the right metrics for their operations which has assisted Caltex to transform the way HR metrics are reported throughout our organisation"

HRSC Manager, Caltex Australia Petroleum

"The Workforce Planning model developed and presented by Stephen has been very useful in allowing us to plan for changes in our workforce and the wider recruitment market and develop strategies to adapt to any global or local changes. Highly recommended process and facilitator"

Manager Organisation Development, City of Whitehorse

"Stephen presents an excellent model for human resource management metrics. This model is practical, easy to implement and he explains how to use the metrics exceptionally well. Very engaging facilitator and consultant"

General Manager Learning & Development AHRI

"The success of our HR Metrics training program was beyond expectations, exciting all who attended, with agreement reached on key areas that will enable us to move forward and establish consistent, value-adding HR Metrics that will support decision making for our managers in managing their business"

Group Human Resources Manager, Hills Holdings

"Stephen helped to develop our understanding of strategic workforce planning, providing a relevant framework, advice and practical forecasting tools. It enabled us to develop a strategic workforce plan that led to our Board approving what became an award - winning workforce development program for a critical workforce segment of our business"

Manager People Strategy and Change, City West Water

"Stephen is an astute, strategic, business thinker with a wealth of knowledge around HR and Metrics. He is able to deal with diverse clients, builds excellent relationships and is one of the few people who gets the importance of people strategies & metrics to the business"

People and Culture Partner, Deloitte Australia