

# ISO 30409:2016-09 (E)

## Human resource management - Workforce planning

---

<b>Contents</b>		<b>Page</b>
Foreword .....		v
Introduction .....		vi
<b>1</b>	<b>Scope .....</b>	<b>1</b>
<b>2</b>	<b>Normative references .....</b>	<b>1</b>
<b>3</b>	<b>Terms and definitions .....</b>	<b>1</b>
<b>4</b>	<b>Value of workforce planning .....</b>	<b>2</b>
4.1	General .....	2
4.2	Relevance of workforce planning to different stakeholders .....	2
4.3	Value to organizations .....	2
4.4	Value to industries or sectors .....	3
4.5	Value to regions .....	3
4.6	Value to the public sector .....	3
4.7	Value to people .....	3
4.8	External and internal influences .....	4
<b>5</b>	<b>Structure of workforce planning .....</b>	<b>4</b>
5.1	General .....	4
5.2	Structure of workforce planning .....	4
5.3	Process of workforce planning .....	4
<b>6</b>	<b>Key components of workforce planning .....</b>	<b>4</b>
6.1	General .....	4
6.2	Workforce planning checklist .....	5
6.3	Phase 1: Getting started .....	6
6.3.1	General .....	6
6.3.2	Phase 1 a): Establish the team and define the justification .....	6
6.3.3	Phase 1 b): Align strategy/business/workforce plans .....	7
6.3.4	Phase 1 c): Develop and implement a communications plan to engage stakeholders .....	7
6.3.5	Phase 1 d): Segment the workforce .....	8
6.3.6	Workforce segmentation approaches .....	8
6.3.7	Job and competency segmentation hierarchy .....	9
6.3.8	Job profiling .....	10
6.3.9	Workforce segmentation principles .....	10
6.3.10	Employee segmentation .....	11
6.3.11	Review and analyse existing workforce demand and supply data .....	11
6.3.12	Current workforce demand .....	12
6.3.13	Aggregate demand .....	12
6.3.14	Demand by job families or job roles .....	12
6.3.15	Demand by competency .....	13
6.3.16	Unapproved demand .....	13
6.3.17	Current workforce supply .....	13
6.3.18	Aggregate supply .....	14
6.3.19	Supply by job families or job roles .....	14
6.3.20	Supply by competency .....	14
6.3.21	Data analysis: Current state .....	15
6.3.22	Presenting the report on workforce data .....	16
6.3.23	Workforce demand and supply trends .....	17

6.3.24	Phase 1 e): Conduct environmental or labour market scan .....	18
6.3.25	Workforce profiling/survey .....	19
6.3.26	Phase 1 f): Identify information gaps .....	20
6.3.27	Phase 1 g): Identify future focused business scenarios .....	20
6.4	Phase 2: Analyse the data .....	21
6.4.1	Phase 2 a): Undertake demand and supply gap calculations .....	21
6.4.2	Phase 2 b): Describe the workforce supply risk .....	21
7	Planning process Phase 3: Risk Management .....	23
7.1	Phase 3 a): Identify risk management strategies, action plan and report .....	23
7.2	Secure the resources: Financial and personnel .....	23
7.3	Develop and implement an action plan .....	23
8	Planning checklist Phase 4: Implementation .....	24
8.1	Phase 4 a): Establish mechanism for monitoring and measuring workforce planning outcomes .....	24
8.2	Phase 4 b): Integrate strategic workforce planning into normal business planning process .....	25
	Annex A (informative) Example of workforce planning for a small organization .....	26
	Bibliography .....	27