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Human resource management — Workforce planning

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National foreword

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

The committee responsible for this document is Technical Committee ISO/TC 260, *Human resource management*.

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Introduction

This document has been developed in response to worldwide demand for workforce planning advice and support to enable industry, organizations and businesses of all sizes to advance their workforce planning capabilities and to respond more effectively to the current and projected demands of the labour market, the dynamic international business environment and its increasing complexity.

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INTERNATIONAL STANDARD ISO 30409:2016(E)

Human resource management — Workforce planning

1 Scope

This document provides guidelines and a framework for workforce planning that are scalable to the needs of any organization regardless of size, industry or sector.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 30400 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at http://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

3.1
workforce
people who provide a service or labour to contribute to business or organizational outcomes

3.2
planning
process of thinking about and organizing the activities required to achieve a desired outcome

3.3
workforce planning
systematic identification, analysis and *planning* (3.2) of organizational needs in terms of people

Note 1 to entry: It is a process used to generate business intelligence to inform business of the current and future impact of the external and internal environment on the business, enabling the business to be resilient to structural and cultural changes to better position itself for the future.

3.4
strategic workforce planning
workforce planning (3.3) which usually covers a defined period of time, aligned to organizational strategy

Note 1 to entry: The scope of planning can include identifying the *workforce* (3.1) assessments and benchmarking, human resource policy frameworks and associated processes on current and future organizational strategic objectives.

3.5
operational workforce planning
workforce planning (3.3) which covers a defined period of time, aligned with the organization's *planning* (3.2) cycle, and which focuses on gathering, analysing and reporting on workforce planning strategy

Note 1 to entry: The shorter-term planning activities of staffing or scheduling can be excluded.

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4 Value of workforce planning

4.1 General

Workforce planning identifies current, transitional and future workforce demand and supply and, in doing so, makes explicit the human resource requirements of an organization. It enables management to anticipate and respond to identified needs to strengthen organizational performance outcomes.

Strategic workforce planning is relevant because we live and work in a global knowledge economy that is highly connected and interrelated. Furthermore, the environment within which it operates is uncertain and constantly changing. To operate effectively in this environment, organizational leaders and organizations are required to plan and predict for future growth. This requires flexibility, adaptability and resilience.

Organizations can be perceived as a collection of capabilities. The value of strategic workforce planning is that it enables organizational growth and success by connecting human resource strategy and practices to business strategy and financial plans.

Workforce planning also plays a critical role in managing change, including growth, restructure, merger and acquisition, divestment and closure.

4.2 Relevance of workforce planning to different stakeholders

There are many influences involved with workforce planning. It is used by organizations of all sizes, industries or sectors to enable them to respond more effectively to the current and projected demands of the labour market.

Stakeholders in workforce planning can include employers, leaders, the workforce, governments, labour unions, potential talent and academic institutions. This knowledge can be gained from a comprehensive management process to advise leaders and to ensure that the human capital, and therefore organizational capabilities, required to create and execute the business strategy are present within the organization.

4.3 Value to organizations

Workforce planning applies to organizations of all sizes, industries or sectors. Though the objectives and outcomes of each plan are often consistent, the complexity varies with the nature and size of an organization.

Workforce planning strengthens the capacity to:

- retain existing staff, skillsets, and attract high-performing staff;
- manage the workforce to avoid skill shortages or oversupply with regard to:
  - economic cycle (growth, no change and decline);
  - uneven or cyclical market demand;
  - under-utilized labour market;
- adopt new business models and new technology;
- maintain the best skill mix and to identify, monitor and manage workforce risk;
- plan the human resource function;
- remain competitive with regard to the workforce:
  - at regional level;

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- across industry sector;
- globally.

4.4 Value to industries or sectors

Industry representative groups engage in workforce planning for their industry sectors to:

- identify the required skills and ensure the industry has access to a pool of appropriately skilled people;
- lobby governments and the education industry to ensure that they are training enough people to fill future skills needed within the industrial sector;
- protect the reputation of the industry sector by ensuring that it has the skilled workforce required to deliver;
- create and maintain flexibility of labour by accommodating workers who swap jobs by keeping their skills in the sector and/or in the region.

4.5 Value to regions

Regions can undertake regional workforce planning themselves and encourage and support local businesses to undertake this to:

- ensure that local employment opportunities are a good match for the skills of the residents of the region and vice versa;
- encourage local businesses to utilize the skills that exist in the community;
- create a planning base for attracting and supporting new industries/employers to the region;
- manage the impact of demographic changes and other economic factors on the region, including:
  - helping to maintain regional workforces to support essential community services like elder care, medical and community development; telecommunications, transport and infrastructure;
  - targeting programmes to attract new residents with the right skills to complement existing workforce needs;
  - supporting longevity and sustainability of local industries and increase the productivity of local enterprises to increase job opportunities and promote regional growth;
  - encouraging regional growth through better employability of workers and workforce mobility.

4.6 Value to the public sector

The public sector is a key external stakeholder of an organization and can support and undertake a range of workforce planning initiatives at the economy wide, regional, industry, individual enterprise, country and global level.

It can promote greater productivity and economic prosperity, by helping to regulate the labour market and tackle inequalities, and can contribute by building resilience and agility in the economy to enable it to prosper, absorb shocks, adapt and respond to the impact of global factors, including periods of rapid structural change brought on by changing global demand and competition.

4.7 Value to people

Workforce planning enables people to know the current and future talent requirements of the organization.

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4.8 External and internal influences

Workforce planning generates business intelligence to inform business of the current and future impact of the external and internal environment on the organization, enabling the organization to be resilient to structural and cultural change to better position itself for the future. These influences can be complex and comprehensive, and include the following:

— external influences*:* local, regional, national and international economic, political, social and demographic labour market environment, industry and government regulation, compliance, legislation, technology;

— internal influences*:* varying market conditions, local and global economic cycle, workplace policy and practices, workforce mobility, amalgamations, upsizing, downsizing, closures, new entities, cost reduction, competition, productivity, new products and services, retaining talent, building business resilience, capability building.

All require change management to determine business risk and to ensure that management priorities, policies and practices effectively respond to strategic, regulatory and operational needs. Workforce planning enables workforce risk assessment and identification of risk mitigation strategies.

Workforce planning is an integral part of a director's fiduciary responsibilities for governance, finance, operations, risk and compliance.

5 Structure of workforce planning

5.1 General

Workforce planning continually faces new challenges from increasing globalization, enhanced technologies and the shift in workforce demographics. It requires navigation through the dynamic and often complex economic, legislative, social, environmental and industrial environment in which the plans operate.

5.2 Structure of workforce planning

Workforce planning is defined as two separate but interrelated tasks requiring different knowledge and skill sets consisting of the following:

— strategic workforce planning;

— operational workforce planning.

5.3 Process of workforce planning

Workforce planning is an active and continuous process in the organizational planning cycle.

Workforce planning is the responsibility of the senior management of the organization and should be aligned and consistent with its organizational strategies and governance. It includes a review mechanism, risk management and compliance with appropriate requirements.

Workforce planning is supported by the process and systems available to gather, analyse and report on workforce demographics and planning strategies.

6 Key components of workforce planning

6.1 General

There are many different ways to develop a workforce plan. An organization may have completed some, but not all, of the steps. This clause provides a detailed procedure for workforce planning and it is

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