

2 An overview of workforce planning

Strategic vs operational workforce planning

Strategic workforce planning guarantees an alignment to an organisation's business strategy. It is a holistic approach to assessing and analysing the internal business drivers and goals, and external environment developments impacting upon your business. It primarily focuses on identifying critical job roles and families and the strategic capabilities required to meet future goals. It typically has a three- to five-year forecast horizon. Effective and timely quantitative and qualitative data capture will inform potential future risks by predicting possible alternative futures. Actions can then be taken today to mitigate against future workforce risks.

Operational workforce planning has a shorter forecast horizon, typically three to twelve months. The focus is more on identifying skill gaps, numbers of people required to satisfy more immediate needs and mechanical processes such as recruitment or training spend. It is a tool to manage business as usual.

Timeframes for change initiatives

Another important consideration to address is the distinctive issues that occur within different timeframes of change, the type of change involved and over what period of time.

Figure 2: Different timeframes of change



"In many organisations the habitual approach to workforce planning is just a short-term budget and headcount exercise. Attempting to fix this granular and myopic is not useful unless looking longer term, especially where the environment is uncertain."

Julia Hooper, Principal, Mercer

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Research Anthology on Human Resource Practices for the Modern Workforce Management Association, Information Resources, 2021-12-30 Human resource departments have been a crucial part of business practices for decades and particularly in modern times as professionals deal with multigenerational workers diversity initiatives and global health and economic crises There is a necessity for human resource departments to change as well to adapt to new societal perspectives technology and business practices It is important for human resource managers to keep up to date with all emerging human resource practices in order to support successful and productive organizations The Research Anthology on Human Resource Practices for the Modern Workforce presents a dynamic and diverse collection of global practices for human resource departments This anthology discusses the emerging practices as well as modern technologies and initiatives that affect the way human resources must be conducted Covering topics such as machine learning organizational culture and social entrepreneurship this book is an excellent resource for human resource employees managers CEOs employees business students and professors researchers and academicians *OECD Skills Studies OECD Skills Strategy Poland Assessment and Recommendations* OECD, 2019-12-11 This report OECD Skills Strategy Poland Assessment and Recommendations identifies opportunities and recommends actions to make the education system more responsive to labour market needs foster participation in adult learning increase the use of skills in workplaces and strengthen the governance of the skills system in Poland **Handbook of Research on Comparative Human Resource Management** Chris Brewster, Wolfgang Mayrhofer, Elaine Farndale, 2018-04-27 This second updated and extended edition of the Handbook of Research on Comparative Human Resource Management draws on the work of many of the world's leading researchers in the field to present the state of the art to scholars students and practitioners The Handbook provides a detailed focus on the theoretical underpinnings of Comparative HRM on comparative studies of specific areas of HRM practice and on the unique features of HRM in all the main regions of the world *Handbook of Research on Managerial Practices and Disruptive Innovation in Asia* Ordoñez de Pablos, Patricia, Zhang, Xi, Chui, Kwok Tai, 2019-08-30 Collaboration in business allows for equitable opportunities and inclusive growth as the economy rises while also permitting partnering organizations to adopt and utilize the latest successful practices and management However a market in stasis may require a displacement in order to allow businesses to grow and create new alliances and partnerships toward a shared economy There is a need for studies that seek to understand the necessity of market disruption and the best supervisory methods for remaining relevant and profitable in a time of change The Handbook of Research on Managerial Practices and Disruptive Innovation in Asia is an essential reference source that explores successful executive behavior and business operations striving toward a more inclusive economy Featuring research on topics such as employee welfare brand orientation and entrepreneurship this publication is ideally designed for human resources developers policymakers IT specialists economists executives managers corporate

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