CORE CONCEPT

Strategic Workforce Planning and Workforce Supply-Demand Modelling

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Technical depth: Practitioner · **Practical mode:** Modelling build

Introduction

Business plans change faster than hiring cycles, and organisations that plan headcount one budget year at a time discover critical skills gaps only when projects stall or retirements arrive. Workforce decisions are then made in haste, at premium cost. This Core Concept course equips managers to translate strategy into future workforce requirements, forecast supply and demand under alternative scenarios and cost the options for closing gaps. Participants build a working model on case data from several sectors and leave with a Strategic Workforce Plan for a business unit in their own organisation.

Course Objectives

- Translate business strategy and operating plans into future workforce requirements by role and skill
- Forecast workforce demand and supply using driver ratios, attrition analysis and Markov models
- Build a supply-demand model that quantifies gaps by role, skill and location under alternative scenarios
- Select build, buy, borrow and automate options and cost them against the workforce budget
- Test forecasts with sensitivity analysis and set governance for refreshing the plan
- Produce a Strategic Workforce Plan for a business unit in the participant's own organisation

Target Audience

- HR planning and people analytics managers responsible for workforce forecasts
- HR business partners translating business plans into people requirements
- Talent acquisition and talent management managers planning sourcing and succession
- Finance and business planning managers responsible for headcount budgets
- Operations and functional managers accountable for staffing critical roles

Course Outline

Day 1: Workforce Planning Foundations and Current State

- Operational Versus Strategic Workforce Planning Horizons
- ISO 30409 Workforce Planning Process Overview
- Translating Strategy into Workforce Implications with PESTLE
- Workforce Segmentation with a Role Criticality Matrix
- Current Workforce Baseline: Headcount, FTE, Age and Tenure Profiles

Day 2: Forecasting Models and Methods

- Demand Forecasting with Business Driver Ratios
- Supply Forecasting with Attrition, Retirement and Markov Chain Models
- Scenario Planning Using the Two-Axis Uncertainty Matrix
- Skills-Based Planning with Skills Taxonomies
- ISO 30414 Human Capital Metrics for Workforce Reporting

Day 3: Building the Workforce Model

- Spreadsheet Supply-Demand Model Structure and Input Sheets
- Workforce Gap Analysis by Role, Skill and Location
- Build, Buy, Borrow and Automate Sourcing Options Appraisal
- Workforce Cost Modelling and Budget Alignment
- Internal Mobility and Succession Pipeline Coverage Ratios

Day 4: Sensitivities, Risks and Edge Cases

- Sensitivity Analysis and Forecast Error Tracking
- Automation and AI Impact Assessment on Task Composition
- Critical Skills Shortage and Key-Person Dependency Risk Register
- Workforce Data Quality and Privacy Controls
- Workforce Plan Governance and Quarterly Refresh Cycle

Day 5: Modelling Build and the Strategic Workforce Plan

- Healthcare Network Case: Nursing Supply-Demand Model Build
- Energy Company Case: Retirement Wave Scenario Model
- Supply-Demand Model Build for an Own Business Unit
- Strategic Workforce Plan and Action Plan Drafting
- Peer Review Panel and Plan Defence

Skills You Will Gain

- Workforce Demand Forecasting
- Supply and Attrition Analysis
- Scenario Planning
- Talent Sourcing Strategy
- Workforce Cost Modelling
- People Analytics
- Critical Role Identification

Why Attend This Course

- Return with a working supply-demand model and Strategic Workforce Plan for a real business unit
- Show leaders the cost of each workforce gap and of each option to close it
- Prepare for retirement waves, automation and skills shortages before they disrupt operations
- Compare planning practice with managers from healthcare, energy, finance and public services

Conclusion

Strategic workforce planning turns the question of how many people are needed next year into a view of which capabilities the organisation will need over several years and how it will secure them. This course moves from the planning process and workforce baseline, through demand, supply and scenario models, to gap costing, sensitivities and the risks that undermine forecasts. The final day turns that material into a Strategic Workforce Plan, built on a working model, that participants take back to their leadership and refresh as conditions change.