HR Planning and HR Scorecard Course: Manpower Plans Linked to Business Objectives

31 October – 4 November 2027
Online



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Introduction:

HR planning and the HR scorecard, linking manpower plans to business objectives, are the subject of this 1-week course for HR managers, HR generalists and HR planning officers, ending with an HR Plan and HR Scorecard. Organisations approve headcount and HR initiatives without a clear line to business results, so HR reports activity, budgets drift and leaders cannot see which people measures matter. Nominees already run HR functions or prepare headcount and HR reports, and teaching is by spreadsheet modelling build with case data. CoreConcept Training Center delivers this HR planning and HR scorecard course.

Course Objectives:

- Translate business objectives into people outcomes and an HR planning calendar for the year
- Design an HR scorecard using balanced scorecard perspectives, ISO 30414:2025 metrics and leading and lagging measures
- Prepare an annual manpower plan structured on ISO 30409:2016 stages with FTE counts and a recruitment schedule
- Build a headcount budget that links staffing decisions to salary, allowance and benefit costs
- Set scorecard targets and run a quarterly review that tests the manpower plan against growth and cost scenarios
- Produce an HR Plan and HR Scorecard that traces every position and HR measure to a business objective

Target Audience:

- HR managers accountable for headcount, people costs and HR reporting to senior management
- HR generalists and section heads who prepare departmental staffing requests and HR reports
- HR planning and organisation development officers who maintain structures and position control
- HR business partners who agree staffing needs and HR priorities with line managers
- Strategy and performance office staff who consolidate HR measures into corporate scorecards

Course Outline:

Day 1: HR Planning Foundations and Business Objective Mapping

- Business Plan Review and HR Planning Calendar Setting
- Strategy Map Translation of Business Objectives into People Outcomes
- Workforce Profile Baseline by Grade, Function and Location
- HR Operating Model and Service Delivery Roles Review
- Turnover, Absence and Vacancy Data Collection Templates

Day 2: HR Scorecard Design and Measurement Standards

- Balanced Scorecard Perspectives Adapted for the HR Function
- HR Scorecard Architecture with Leading and Lagging Measures
- ISO 30414:2025 Human Capital Metrics Selection for Scorecards
- ISO 30409:2016 Workforce Planning Stages as Plan Structure
- Cause-and-Effect Links Between HR Deliverables and Business Results

Day 3: Manpower Plan and Headcount Budget Preparation

- Annual Manpower Plan Template by Department and Grade
- Demand Drivers and Workload Ratios for Headcount Estimates
- FTE Calculation for Shift, Part-Time and Contract Staff
- Headcount Budget Covering Salaries, Allowances and Benefits
- Recruitment Plan and Time-to-Fill Scheduling

Day 4: Scorecard Targets, Reviews and Plan Risks

- KPI Definition Sheets with Formula, Target and Owner
- Target Setting Using Baselines, Benchmarks and Trend Data
- Quarterly HR Scorecard Review Meeting and Action Log
- Scenario Testing of Manpower Plans Against Growth and Cuts
- Scorecard Pitfalls from Vanity Metrics and Data Gaps

Day 5: Modelling Build of the HR Plan and HR Scorecard

- Case Organisation Objective Map and Workforce Baseline Build
- Case Manpower Plan and Headcount Budget Build
- Case HR Scorecard Measure and Target Selection
- HR Scorecard Dashboard Build in Spreadsheet Software
- HR Plan and HR Scorecard Completion and Defence

Skills You Will Gain:

- Objective-to-People Mapping
- HR Scorecard Design
- HR Metric Selection
- Manpower Plan Preparation
- Headcount Budgeting
- KPI Target Setting
- Scorecard Review Facilitation
- Workforce Scenario Analysis

Why Attend This Course:

- Deliver an HR Plan and HR Scorecard to the HR director, the strategy office and the executive committee
- Decide which HR measures earn a place on the scorecard and which headcount requests the business objectives justify
- Avoid positions and HR budgets approved without a business case, and scorecards that report activity instead of results
- Guide line managers and HR colleagues in reading the scorecard and preparing staffing requests against it

Conclusion:

Back at work, the participant presents the HR Plan and HR Scorecard to the HR director, the strategy office and the executive committee, who use it to approve the headcount budget, confirm which HR measures are reported each quarter and see how people results support business objectives. Line managers use its templates to request positions against the approved plan. After the first quarterly review, the unit should check whether each measure informed a decision, replace measures that did not and recalibrate targets against actual results.

Frequently Asked Questions FAQ:

What should participants know before an HR planning and HR scorecard course?

Participants should already work in HR or prepare staffing and HR reports, and be comfortable with spreadsheets. Bringing an anonymised business plan, organisation chart or HR report from their own organisation makes the modelling exercises more useful.

How does an HR planning and HR scorecard course differ from a strategic workforce planning course?

It centres on the HR manager's annual plan and the scorecard that links it to business objectives. Strategic workforce planning courses build multi-year supply and demand models and scenarios for specialist planners, which this course uses only to size the annual manpower plan.

Why should HR planning and HR scorecard measures be linked to business objectives?

Measures not tied to business objectives tend to describe HR activity rather than results. Linking each measure and each position to an objective lets leaders see what people investments achieve, prioritise budgets and drop reports that inform no decision.

What do participants take back from the HR planning and HR scorecard course?

Participants take back an HR Plan and HR Scorecard: an objective-to-people map, an annual manpower plan, a headcount budget, scorecard measures with definitions and targets, and a quarterly review routine, ready to adapt to their own organisation's data.