



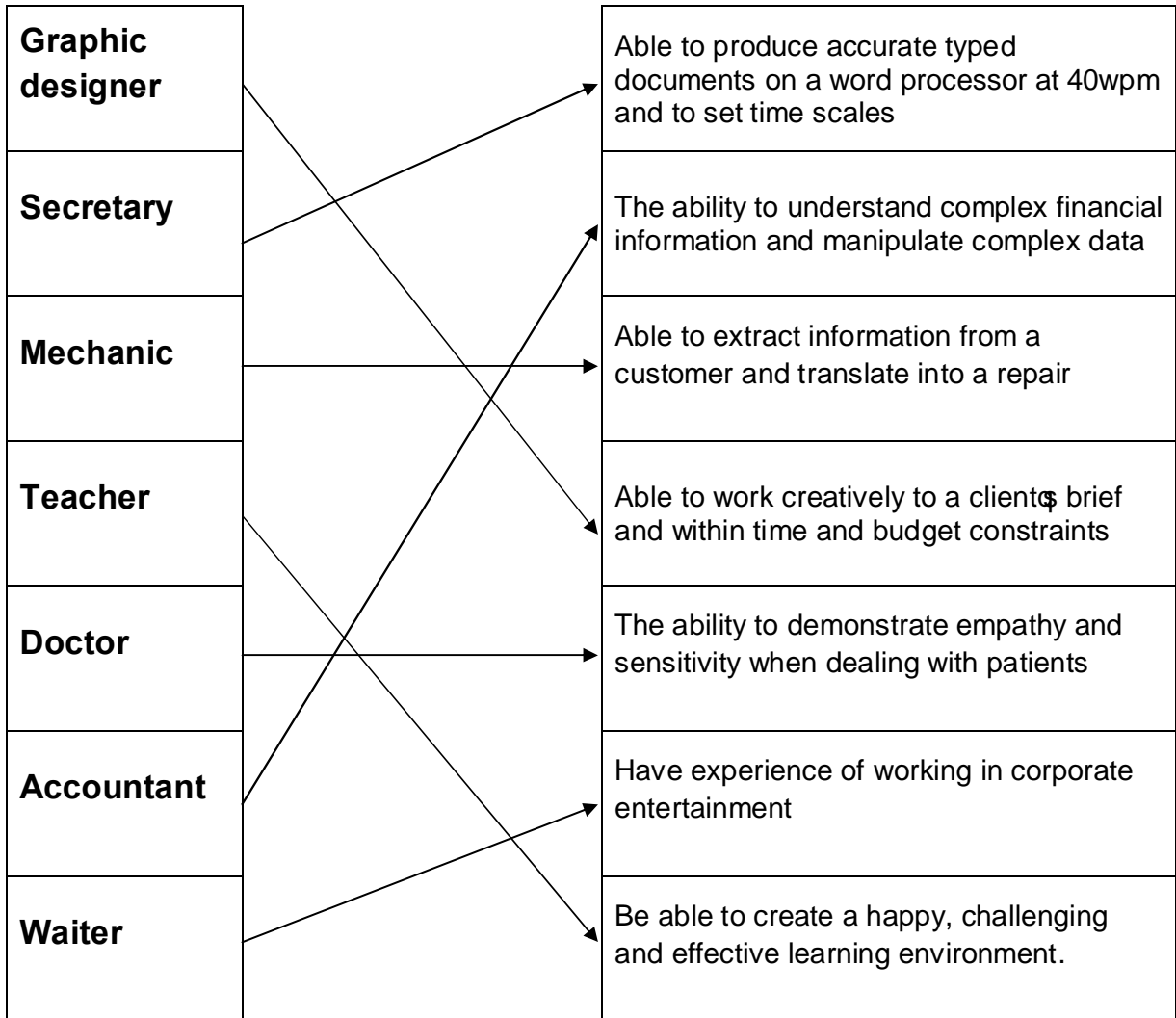
# THE TIMES 100

## BUSINESS CASE STUDIES

### Workforce planning teacher guide

### (Foreign & Commonwealth Office)

#### Starter – matching activity



#### Recruitment programme activity

Independent enquirers	Team workers	Effective participants	Self managers	Reflective learners	Creative thinkers
✓			✓		



# **THE TIMES 100**

## **BUSINESS CASE STUDIES**

### **Workforce planning worksheet**

1. Workforce planning is the process of assessing the current and future labour needs of a business.
2. The stages of workforce planning include:
  - a. Auditing the current workforce
  - b. Analysing the future workforce in terms of both demand and supply of labour, taking into account the strategic direction of the organisation
  - c. Identifying any gaps in the workforce needs
  - d. Planning and implementing strategies to eliminate the gaps. Strategies may include increasing, reducing or training the workforce.
  - e. Reviewing and evaluating the plan and making adjustments where necessary
3. The benefits of workforce planning include:
  - a. In short, workforce planning allows FCO to get the right number of workers, with the right skills, in the right place, at the right time.
  - b. Allows workers to be used more effectively and efficiently
  - c. Workforce planning helps FCO to change and respond to the fast-moving environment in which it works
  - d. Ensures replacement workers are available when needed
  - e. Provides clear rationale spending on recruitment, training and development activities
  - f. Helps FCO develop a diverse workforce with varied talents and qualities in both generalist and specialist roles.
  - g. Ensures that organisation labour costs are kept to a minimum by only having the right number of workers. If recruitment and training activities are effective then labour turnover and absenteeism may also reduce which in turn keeps costs down.



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## BUSINESS CASE STUDIES

4. On the one hand, effective workforce planning may reduce labour turnover because:
- i. Enough workers should be employed so staff shouldn't feel under pressure by having workloads that are too high
  - ii. The right workers for the jobs should be recruited. This should mean that they do not leave early on in their employment because they are either unable to do the job or it is not suitable for them.
  - iii. Training and development carried out as part of the workforce planning process can be motivational

However, labour turnover may not reduce if:

- i. Insufficient finance is available to fund workforce planning activities
- ii. Other internal factors negatively affect the workforce e.g. inappropriate management styles or production techniques
- iii. External factors negatively affect the workforce e.g. a competitor opens up nearby and offers higher salaries

E-D students are likely to give some reasons for AND/OR against effective workforce planning reducing labour turnover, giving some examples where possible.

C-A students should analyse the reasons for AND against effective workforce planning reducing labour turnover. For AO4, students should provide a justified conclusion.

Factors influencing the supply of labour at FCO	Factors influencing the demand for labour at FCO
<ul style="list-style-type: none"> <li>• Workers retiring, resigning or being promoted</li> <li>• The number of available graduates with the necessary skills and capabilities especially in IT, economics and some languages</li> <li>• Levels of unemployment</li> <li>• Government benefits policies</li> <li>• The availability of people willing to work in FCO sites around the world</li> </ul>	<ul style="list-style-type: none"> <li>• The strategic objectives of the Foreign and Commonwealth Office</li> <li>• Changing legislation especially employment legislation</li> <li>• Changes in technology</li> <li>• Changes in the political and economic climate such as the budget cuts in the public sector</li> </ul>