

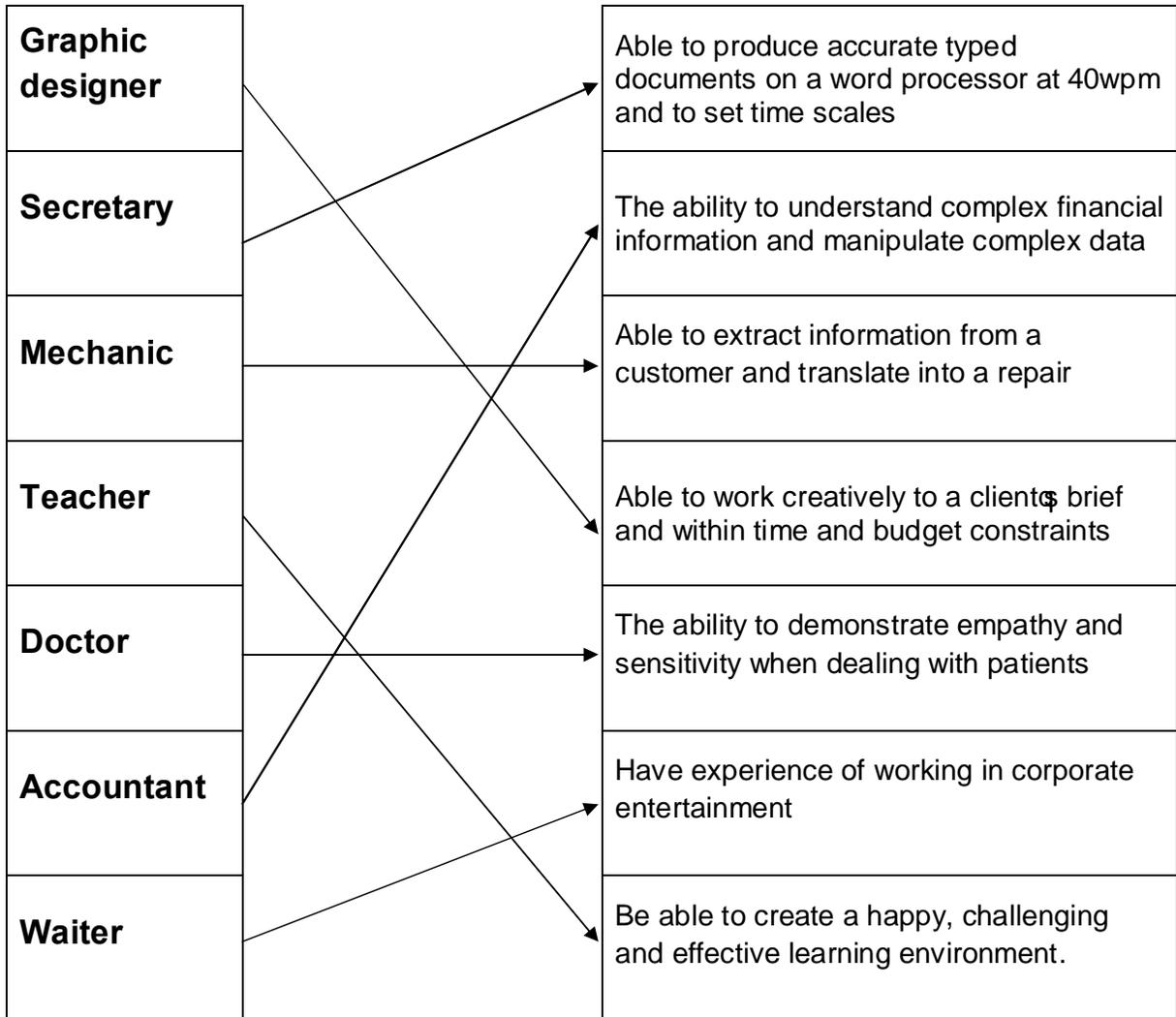


THE TIMES 100

BUSINESS CASE STUDIES

Workforce planning teacher guide (Tarmac)

Starter – matching activity



Recruitment programme activity

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



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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 Tarmac 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 Tarmac to meet its mission ~~to~~ deliver the highest value from our resources for our customers, communities, employees and investors
 - d. Ensures replacement workers are available when needed
 - e. Provides clear rationale spending on recruitment, training and development activities
 - f. Helps Tarmac develop the diverse workforce with the relevant skills and capabilities needed with such a distinctive product portfolio
 - 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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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 Tarmac	Factors influencing the demand for labour at Tarmac
<ul style="list-style-type: none"> • Workers retiring, resigning or being promoted • Rival firms who are competing with Tarmac for the best workers • The number of available workers who have science, business, engineering finance language and IT backgrounds • Levels of unemployment • The amount of workers in a particular area with the necessary skills or the desire to develop those skills especially as there is an ageing workforce and a UK-wide technical skills shortage • Government benefits policies 	<ul style="list-style-type: none"> • Forecast increases in the demand for energy • The introduction of new legislation affecting the energy industry and firms generally • Changes in technology and green energy developments which require workers skilled in research, design and testing • Changes in the economic climate. These affect Tarmac's customers and which in turn affect Tarmac