

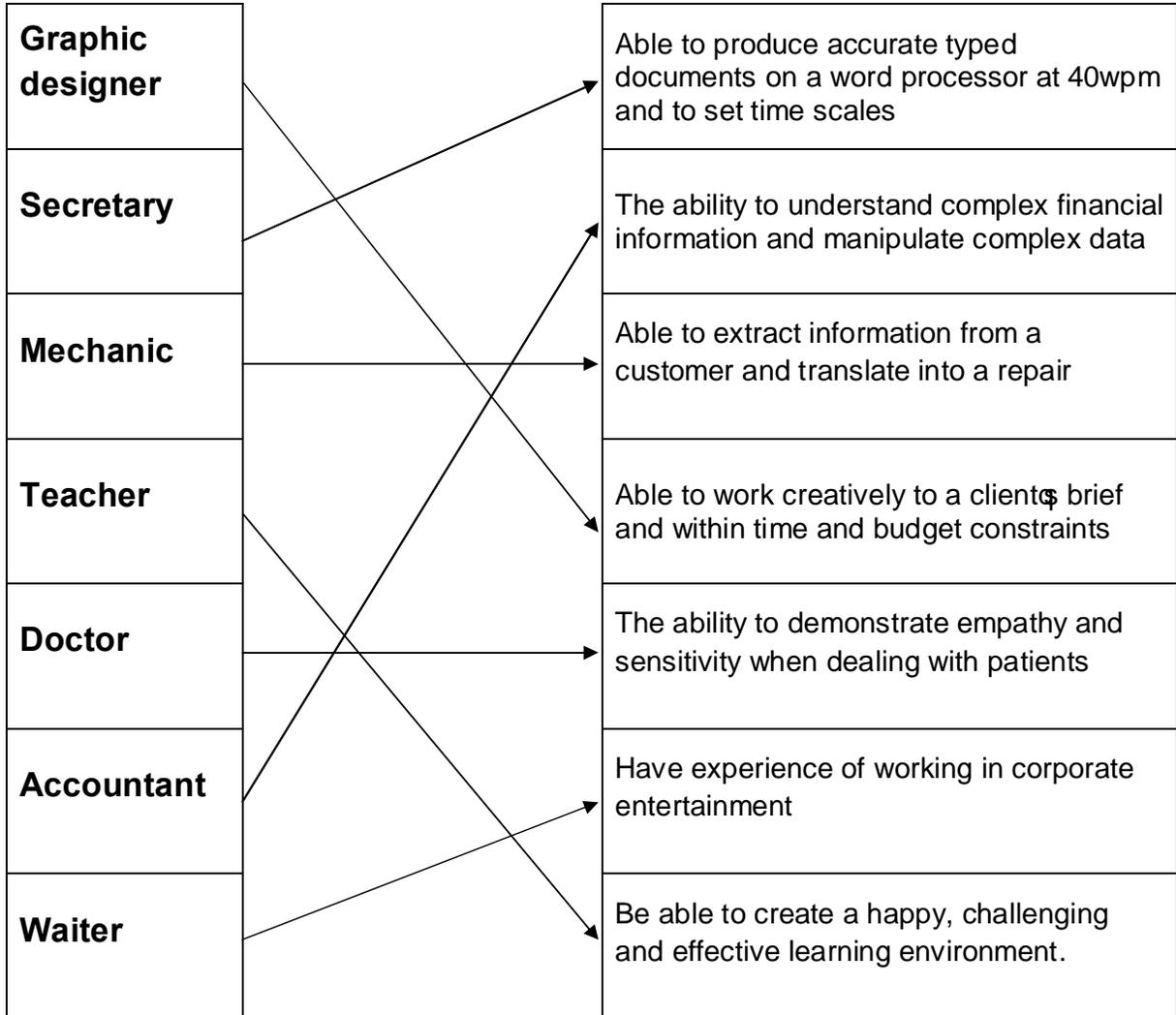


# THE TIMES 100

## BUSINESS CASE STUDIES

### Workforce planning teacher guide (British Gas)

#### Starter – matching activity



#### Skills questionnaire 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 British Gas to get the right number of workers, with the right skills, in the right place. at the right time.
  - b. Allows engineers and other workers to be used more effectively and efficiently
  - c. Workforce planning helps British Gas to deliver excellent customer service, something which is very important in competitive and dynamic energy market
  - d. Ensures replacement workers are available when needed
  - e. Provides clear rationale spending on recruitment, training and development activities
  - f. Helps British Gas maintain a diverse workforce which includes women engineers and workers from different nationalities and backgrounds that reflect its customer base.
  - 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.



# THE TIMES 100

## 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 influence the supply of labour at British Gas	Factors influencing the demand for labour at British Gas
<ul style="list-style-type: none"> <li>• Workers retiring, leaving for other posts or being promoted</li> <li>• Rival energy firms who are competing with British Gas for the best workers</li> <li>• Levels of unemployment</li> <li>• The amount of workers in a particular area with the necessary skills or the desire to develop those skills e.g. engineering skills</li> <li>• Wage rates for engineers and other workers in the area</li> <li>• Government benefits policies</li> </ul>	<ul style="list-style-type: none"> <li>• The amount by which the UK market for domestic gas engineering services will grow in the future</li> <li>• The number of contract customers who have service agreements with British Gas</li> <li>• The number of one-off customers</li> <li>• Changes in H&amp;S regulations</li> <li>• Changes in engineering technology and techniques</li> </ul>