



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Workforce planning

Sheffield Forgemasters International Ltd

Where does the lesson fit?

This session would fit in a Human Resources or People module to outline the concept of workforce planning. It could be followed by sessions about training and development.



Suggested resources & activities related to SFIL and workforce planning

- Full SFIL case study
- Workforce Planning PowerPoint
- Training and Development lesson resources
- SFIL crossword
- SFIL word search

Suggested timings for the session

5 mins	Starter e.g. SFIL crossword
5 mins	Use the Workforce Planning PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
25 mins	Task . investigation
10 mins	What have you learned?

Answers to questions

1. What is workforce planning?
Workforce planning is the management process that estimates future workforce requirement in terms of both labour demand and skills to aid the achievement of business objectives.
2. Describe the stages in workforce planning.
 - Audit the current workforce
 - Analyse the future workforce in terms of both demand and supply of labour
 - Identify any gaps
 - Implement strategies to eliminate the gaps



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3. Explain some of the factors that affect the labour market for SFIL.
The factors include:
 - Skilled workers may move into and out of the area
 - The external environment in which it operates changes rapidly
 - Global economic downturn may reduce demand for products

4. Analyse why workforce planning is essential for organisations like SFIL.
 - The highly skilled and specialist nature of the work means that the pool of qualified workers outside of the organisation who could fill positions is likely to be very small
 - To remain ahead of competitors it is essential that a succession of skilled and qualified workers is available

What have you learned?

Expected learning is likely to include:

- The definition of workforce planning
- The stages of workforce planning
- The importance of workforce planning in helping to achieve organisational objectives
- The challenges faced by organisations when planning their workforces