



Strategic workforce planning development programme

CIPD Ireland have transitioned our professional development learning provision to a virtual classroom format, where you can learn great content in a powerful interactive format and engage with like-minded peers.

Workforce planning is a business process to align changing business and people strategies. It is evidence based, using analytical tools to provide business leaders with the insights to make informed people resourcing decisions. It ensures the right people have the right skills at the right time in the right place at the right cost and provides a sustainable process to complement corporate business planning and model different scenarios.

Strategic workforce planning (SWP) development programme overview

This SWP development programme consists of 12 modules spread over 5 weeks. As a participant, you will analyse the elements of both supply and demand criteria to build your workforce strategy, drawing on a range of powerful tools and techniques to deliver effective workforce planning. The modules provide good practice case studies on how these models work in practice. We also illustrate organisational examples of high impact interventions which build on your strategic workforce planning skills and analytics.

Who is it for?

This programme is recommended for people professionals and managers who have some knowledge of the concept of workforce planning and want to enhance their capability to contribute at a strategic level within their organisation.

Programme aims and objectives.

This programme is an exciting opportunity to boost your practitioner skills by building capability and expertise in strategic workforce planning. It will cover strategic workforce planning as an integrated business concept, the tools, data and skills required to embed it in the organisation, the identification of supply and demand factors that can help reduce resourcing gaps, and how to adopt an agile approach so you facilitate the execution of the

organisational strategy and gain the tangible benefits derived from SWP based decision-making.

This programme has 12 modules, spread over 4 days and is designed for people professionals across all levels involved or interested in improved strategic workforce planning. This is particularly relevant for those working with the business to determine future capability requirements.

Key learning objectives: By the end of this programme you will be able to:

- apply the insight that can be drawn from strategic workforce planning to improve organisational decision-making and resourcing
- baseline your organisation and build an adaptive resourcing approach aligned to the organisation's strategy
- model and forecast changes to supply and demand and conduct a gap analysis
- create a strategic workforce plan and execute it to deliver the right workforce for your organisation

Outcomes and benefits

The programme will provide the following outcomes:

- increased business acumen on the impact of the wider business context within which you operate
- knowledge of modern business models and trends, and capability to build an alignment between the business strategy and your workforce plans
- as an advocate for strategic workforce planning, be able to influence key stakeholders
- understand how to segment data to inform talent decisions and be able to identify the critical roles to deliver your future strategy and to forecast the supply of talent
- effective use of qualitative and quantitative methods of demand forecasting
- use of gap analysis and scenario planning to close the gap between the availability of workers and the business need
- knowledge of the five talent management levers available to you to make change happen
- how to take an agile approach to planning and deliver a future-focussed strategic workforce planning approach to the benefit of your organisation

Virtual learning structure

This development programme is spread over 5 weeks including pre-programme analysis in advance of the programme followed by 12 one-hour virtual interactive tutor-led sessions over 4 weeks. As well as the virtual classroom sessions there will be application and both

self-directed and peer learning to complete between modules, to ensure application and embedding once the virtual classrooms finish.

Each of the four days consist of three virtual classroom sessions lasting 60 minutes. These are supported by a set of self-directed application and reflective practice sessions between each module.

Below is an outline of the programme content.

- **Pre-programme learning**

- Conduct a MOST Analysis (mission, objectives, strategy and tactics) on your organisation or business area to provide an understanding of your organisation and assess its SWP maturity.

- **Day 1 Strategic workforce planning insights**

- Introduction to the strategic workforce planning programme - Build your foundation knowledge of workforce planning with the key concepts that guide how we think about work and the workforce.
- Business acumen, corporate strategies and SWP - Developing your business acumen and understanding of the wider business context within which you operate. Appreciating modern business models and trends, exploring the importance of alignment of the business strategy with your workforce plans.
- Stakeholder management and valuing people - Appreciate why effective influencing is essential in workforce planning. Understand the needs and concerns of different stakeholders and learn to apply elements of influencing to all stakeholder engagement.

Peer directed action learning based on a case study are a real issue.

- **Day 2 SWP Baselineing**

- The importance of data and assumptions in SWP - Understand how to use data in workforce planning and where to find it.
- People analytics to create insights - Establish how to use people analytics and data to create insight. Learn the techniques to identify the metrics that matter.
- Workforce segmentation and business critical roles - Examining the workforce to better understand your organisation. Learn how to identify vital areas of focus that will make the gracious difference to business performance.

Peer directed action learning based on a case study or real issue to explore critical roles

- **Day 3 SWP Forecasting**

- Internal and external supply of talent - Determining your workforce needs, understanding the labor market and how to manage the supply of talent

effectively. Be able to forecast your supply of talent and understand how to segment data to inform talent decisions.

- Qualitative and quantitative demand factors - Understand the drivers of demand and the different types of demand, e.g. fixed and variable. Understand qualitative and quantitative methods of demand forecasting.
- Gap analysis and scenario planning - Know how to carry out a gap analysis. Understand the benefits of scenario planning and explain the difference between contingency and adaptive planning.

Peer directed action learning based on a case study or real issue to explore the stakeholder model.

- **Day 4 SWP Planning**

- Workforce planning levers, cost benefit analysis and demand optimization - How to close the gap between the availability of workers and the business need. Learn the importance of optimizing demand as part of the planning process.
- Talent management through addressing skills shortages, surpluses and mismatches - Understand the approaches you can take to create the workforce of the future. Learn the five talent management levers to pull to make change happen.
- Action and contingency planning and crafting the vision - Know how to take an agile approach to planning and where to start your action plans. Understand how to factor in contingency planning.

Self-directed learning on executing the plan and adaptive planning.

Programme dates

Live sessions will be held on Wednesday 21 April, 28 April, 5 May and 12 May

Timings for each module are:

10.00 - 11.00

11.30 -12.30

13.30 - 14.30

Special introductory fee

The programme starting April is available at a special introductory fee, which includes all materials and resources.

- **CIPD Members: €995**
- **Non-members: €1,095**

Programme tutor

Esther O'Halloran Chartered Fellow CIPD



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Esther is a confident, outgoing HR Consultant, Trainer & Business Coach with experience in entrepreneurial and corporate organisations. Esther has a wealth of invaluable insight from her experience in Operational Management within the retail and hospitality industries and her 15 years of senior HRD and MD level experience gained in well-known high street branded organisations. Esther possesses strong practical operational background, multi-disciplinary skills, coupled with a business savvy ability to link in key business measures and financial performance to HR processes, strategy and change. She's skilled at stimulating and facilitating change, and has the courage to challenge assumptions and ways of working to move a business forward through clear, consistent and transparent communication.

Qualifications:

- Foundation Course in Leadership Coaching & AoEC Certificate in Coaching
- Academy of Executive Coaching Introduction Course to NLP
- FCIPD – Chartered Fellow of the Institute of Personnel Development
- MAPD (Masters in Personnel and Development) - Westminster University
- Certificate and Diploma in Business Management - Open University
- BA (Hons) Degree in Fashion and Textiles - GlosCAT (plus One year Foundation course in Art)

Recent Experience:

Planet Organic	Designed & delivered short 'bite size' management development workshops.
PAUL	Created & delivered Senior Leadership Development programme.
Westminster University	Developed & delivered a series of seminars for Business Research & Professional Practise.
Lexington Catering	Created & facilitated How to Recruit & Retain full day workshops for line managers.

Testimonial:

'Esther was very attuned to the vibe in the room - there were lots of interesting conversations and sharing. She made it a real experience and I have a lot of takeaways from the event'

For further information about the programme please contact us at:

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*CIPD programmes can be customised and delivered in-house. To discuss your organisation's training needs, please contact a member of the CIPD Ireland team **on 01 566 6627** or info@cipd.ie*