

საქართველოს სტანდარტი

სსკ: 03.100.30

ადამიანური რესურსების მენეჯმენტი - სამუშაო ძალის დაგეგმვა

საინფორმაციო ნაწილი. სრული ტექსტის სანახავად შეიძინეთ სტანდარტი.

სსტ ისო 30409:2016/2021

საინფორმაციო მონაცემები

1 მიღებულია და დაშვებულია გამოქმედდეს: სსიპ-საქართველოს სტანდარტებისა და მეტროლოგიის ეროვნული სააგენტოს გენერალური დირექტორის 24/11/2021 წლის № 69 განკარგულებით

2 მიღებულია „თავფურცლის“ თარგმნის მეთოდით: სტანდარტიზაციის საერთაშორისო ორგანიზაციის (ისო) სტანდარტი ისო 30409:2016 „ადამიანური რესურსების მენეჯმენტი - სამუშაო ძალის დაგეგმვა“.

3 პირველად

4 რეგისტრირებულია: სსიპ-საქართველოს სტანდარტებისა და მეტროლოგიის ეროვნული სააგენტოს რეესტრში: 24/11/2021 წლის №268-1.3-021688

წინამდებარე სტანდარტის ნებისმიერი ფორმით გავრცელება სააგენტოს ნებართვის გარეშე აკრძალულია

INTERNATIONAL STANDARD

ISO 30409

First edition
2016-09-01

Human resource management — Workforce planning

*Management des ressources humaines — Gestion prévisionnelle de la
main d'oeuvre*



Reference number
ISO 30409:2016(E)

© ISO 2016



COPYRIGHT PROTECTED DOCUMENT

© ISO 2016, Published in Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

Contents

Page

Foreword	v
Introduction	vi
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
4 Value of workforce planning	2
4.1 General.....	2
4.2 Relevance of workforce planning to different stakeholders.....	2
4.3 Value to organizations.....	2
4.4 Value to industries or sectors.....	3
4.5 Value to regions.....	3
4.6 Value to the public sector.....	3
4.7 Value to people.....	3
4.8 External and internal influences.....	4
5 Structure of workforce planning	4
5.1 General.....	4
5.2 Structure of workforce planning.....	4
5.3 Process of workforce planning.....	4
6 Key components of workforce planning	4
6.1 General.....	4
6.2 Workforce planning checklist.....	5
6.3 Phase 1: Getting started.....	6
6.3.1 General.....	6
6.3.2 Phase 1 a): Establish the team and define the justification.....	6
6.3.3 Phase 1 b): Align strategy/business/workforce plans.....	7
6.3.4 Phase 1 c): Develop and implement a communications plan to engage stakeholders.....	7
6.3.5 Phase 1 d): Segment the workforce.....	8
6.3.6 Workforce segmentation approaches.....	8
6.3.7 Job and competency segmentation hierarchy.....	9
6.3.8 Job profiling.....	10
6.3.9 Workforce segmentation principles.....	10
6.3.10 Employee segmentation.....	11
6.3.11 Review and analyse existing workforce demand and supply data.....	11
6.3.12 Current workforce demand.....	12
6.3.13 Aggregate demand.....	12
6.3.14 Demand by job families or job roles.....	12
6.3.15 Demand by competency.....	13
6.3.16 Unapproved demand.....	13
6.3.17 Current workforce supply.....	13
6.3.18 Aggregate supply.....	14
6.3.19 Supply by job families or job roles.....	14
6.3.20 Supply by competency.....	14
6.3.21 Data analysis: Current state.....	15
6.3.22 Presenting the report on workforce data.....	16
6.3.23 Workforce demand and supply trends.....	17
6.3.24 Phase 1 e): Conduct environmental or labour market scan.....	18
6.3.25 Workforce profiling/survey.....	19
6.3.26 Phase 1 f): Identify information gaps.....	20
6.3.27 Phase 1 g): Identify future focused business scenarios.....	20
6.4 Phase 2: Analyse the data.....	21
6.4.1 Phase 2 a): Undertake demand and supply gap calculations.....	21

6.4.2 Phase 2 b): Describe the workforce supply risk..... 21

7 Planning process Phase 3: Risk Management..... 23

7.1 Phase 3 a): Identify risk management strategies, action plan and report..... 23

7.2 Secure the resources: Financial and personnel..... 23

7.3 Develop and implement an action plan..... 23

8 Planning checklist Phase 4: Implementation..... 24

8.1 Phase 4 a): Establish mechanism for monitoring and measuring workforce
planning outcomes 24

8.2 Phase 4 b): Integrate strategic workforce planning into normal business
planning process 25

Annex A (informative) Example of workforce planning for a small organization..... 26

Bibliography..... 27

საინფორმაციო ნაწილი. სრული ტექსტის სანახავად შეიძინეთ სტანდარტი.

Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

The committee responsible for this document is Technical Committee ISO/TC 260, *Human resource management*.

Introduction

This document has been developed in response to worldwide demand for workforce planning advice and support to enable industry, organizations and businesses of all sizes to advance their workforce planning capabilities and to respond more effectively to the current and projected demands of the labour market, the dynamic international business environment and its increasing complexity.

საინფორმაციო ნაწილი. სრული ტექსტის სანახავად შეიძინეთ სტანდარტი.