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Australian STANDARD®

STANDARDS Australia

Human resource management — Workforce planning



AS ISO 30409:2025

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Australian Society of Rehabilitation Counsellors
Griffith University
Institute of Management Consultants
University Centre for Rural Health

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How to read this Standard

This page explains the meaning of the language and structure of this Standard.

Refer to Standards Australia's Standardisation Guide 006 for more details about drafting rules.

Australian and Australian/New Zealand Standards are voluntary unless they are referenced in legislation or called up in contracts.

Requirements

To conform to a Standard, all requirements in the Standard need to be met.

A requirement is any statement in the Standard which uses the word "shall".

Recommendations, permissions and possibilities

The following words are commonly used in Standards, but statements using them do not have to be followed to conform to the Standard:

(a) "should" means that something is recommended.

(b) "may" means that something is permitted.

(c) "can" means that something is possible.

Structure of Standards

A Standard always has the following parts:

(i) The Preface states who developed the Standard, what the Standard is aiming to do, and how it relates to other documents.

(ii) The Scope states what the Standard is about, what it covers and what it does not cover.

(iii) The Normative references clause lists other documents that are referenced in the Standard as part of requirements.

(iv) The Terms and definitions clause defines important terms to help with understanding the Standard.

A Standard may also include other parts, such as the following:

(1) A normative appendix sets additional requirements that need to be conformed to.

(2) An informative appendix provides additional information or guidance. They usually do not contain requirements. If an informative appendix does contain requirements, the Standard will explain when those requirements apply.

(3) A Bibliography lists documents referenced in the Standard but not as part of requirements.

Many Standards include notes. Notes provide recommendations and/or guidance only. They never contain requirements.

Preface

This Standard was prepared by the Standards Australia Committee MB-009, Human Resources and Employment.

The objective of this document is to provide guidelines and a framework for workforce planning that are scalable to the needs of any organization regardless of size, industry or sector.

This document is identical to, and has been reproduced from, ISO 30409:2016, *Human resource management — Workforce planning.*

As this document has been reproduced from an international document, a comma is to be read as a full point when referring to a decimal marker.

Australian or Australian/New Zealand Standards that are identical adoptions of international normative references may be used interchangeably. Refer to the online catalogue for information on specific Standards.

The terms “normative” and “informative” are used in Standards to define the application of the appendices or annexes to which they apply. A “normative” appendix or annex is an integral part of a Standard, whereas an “informative” appendix or annex is only for information and guidance.

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National foreword

This Standard focuses on organizational workforce perspectives and measures and is complemented by the Australian HR Institute's (AHRI) Australian HR Capability Framework which focuses on the skills, knowledge and behaviours required of HR practitioners. Standards Australia's human resources publications and AHRI's Australian HR Capability Framework provide guidance for the roles and responsibilities of HR practitioners.

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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*.

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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.

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Australian Standard®

Human resource management — Workforce planning

1 Scope

This document provides guidelines and a framework for workforce planning that are scalable to the needs of any organization regardless of size, industry or sector.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 30400 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at http://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

3.1
workforce
people who provide a service or labour to contribute to business or organizational outcomes

3.2
planning
process of thinking about and organizing the activities required to achieve a desired outcome

3.3
workforce planning
systematic identification, analysis and *planning* (3.2) of organizational needs in terms of people

Note 1 to entry: It is a process used to generate business intelligence to inform business of the current and future impact of the external and internal environment on the business, enabling the business to be resilient to structural and cultural changes to better position itself for the future.

3.4
strategic workforce planning
workforce planning (3.3) which usually covers a defined period of time, aligned to organizational strategy

Note 1 to entry: The scope of planning can include identifying the *workforce* (3.1) assessments and benchmarking, human resource policy frameworks and associated processes on current and future organizational strategic objectives.

3.5
operational workforce planning
workforce planning (3.3) which covers a defined period of time, aligned with the organization's *planning* (3.2) cycle, and which focuses on gathering, analysing and reporting on workforce planning strategy

Note 1 to entry: The shorter-term planning activities of staffing or scheduling can be excluded.

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