Workforce Hiring Plan

Complete one plan per business unit or site for the planning period. Repeat the role section for every job family you hire. Numbers are FTE unless stated. Attach the demand forecast that the targets come from.

PLAN OVERVIEW

Business unit / site

Plan owner (name and title)

HR business partner

Talent acquisition lead

Planning period start

Planning period end

Plan type

☐ Annual plan ☐ Quarterly reforecast ☐ New site or program launch ☐ Restructure

Version and date of this revision

CURRENT WORKFORCE BASELINE

Current headcount (people)

Current FTE

Open approved requisitions not yet filled

Accepted offers not yet started

Known leavers (resignations, retirements, contract ends) in period

Employees on long-term leave expected to return

Contingent or agency workers currently in seats

Trailing 12-month attrition rate (%)

First-90-day attrition rate for new hires (%)

DEMAND DRIVERS

Main driver of the headcount target

- ☐ Volume forecast (contacts, orders, units)
- ☐ Revenue or client growth
- ☐ New program or client launch
- ☐ New location
- ☐ Productivity or automation change
- ☐ Replacement only (flat headcount)

Forecast source and owner

Key assumptions (volume, handle time, productivity, shrinkage, service level)

Seasonal peaks in the period and their dates

Planned reductions, automation or outsourcing that lower demand

HIRING PLAN BY ROLE (REPEAT FOR EACH ROLE)

Job title and job code

Department / team / site

Employment type

- ☐ Full-time
- ☐ Part-time
- ☐ Seasonal
- ☐ Temporary / contract
- ☐ Intern

Current headcount in role

Target headcount at period end

Growth hires (target minus current)

Expected attrition backfills in period

Training or early-tenure attrition allowance

Total starts needed

Starts needed by quarter (Q1 / Q2 / Q3 / Q4)

Date seats must be productive

Assumed time to fill (days) and training length (weeks)

Requisition open-by date

Hiring approach

☐ Individual requisitions ☐ Evergreen requisition ☐ Cohort / training classes
☐ Agency or staffing partner ☐ Internal mobility first

Planned source mix (%)

Pay range or rate

Fully loaded cost per hire assumption

CALCULATION REFERENCE

Growth hires = Target headcount " Current headcount

Attrition backfills = Average headcount in period × Annual attrition rate × (Months in period ÷ 12)

Total starts needed = (Growth hires + Attrition backfills) ÷ (1 " Training attrition rate)

Requisition open-by date = Date seat must be productive " Training length " Average time to fill

Recruiter capacity needed = Total starts per month ÷ Hires per recruiter per month

RECRUITING CAPACITY CHECK

Total starts per month across all roles

Recruiters and coordinators assigned (FTE)

Assumed hires per recruiter per month for these roles

Capacity gap (recruiter FTE short or over)

Interviewer and trainer hours needed per month

Plan to close any gap (agency, contract recruiters, automation, internal referral push)

BUDGET SUMMARY

Total new salary cost in period

Total recruiting cost (advertising, agency, tools, events)

Training cost for new hires

Approved budget line or cost center

Variance to approved budget and explanation

RISKS AND CONTINGENCIES

Labor market risks (local unemployment, competing employers, wage pressure)

Roles with long lead times or scarce skills

Trigger that prompts a reforecast (e.g. volume ±10%, attrition 5 points above plan)

Fallback if hiring falls behind (overtime, temps, cross-training, delayed launch)

REVIEW AND APPROVAL

Plan owner signature

Date

Date

Finance approver signature

Date

Date

HR / talent acquisition approver signature

Date

Date

Next scheduled review date