



Workforce Planning for Economic Development: Data Analysis and Economic Modelling in Brunei Darussalam

The Government of Brunei Darussalam commissioned consultants [SC Lennon & Associates](#) and [Remplan](#) to prepare a framework on workforce planning for the nation. A key component of the study was the development of a tailored economic model to assess Brunei's future workforce requirements.

The policy framework for workforce planning was developed to deliver the following outcomes:

1. *The establishment of a strategic response to Brunei's national economic development policy objective for a more diverse, globally-oriented economy.*
2. *Collaboration with key stakeholders to ensure an informed policy framework provides the foundation for Brunei's workforce to be appropriately skilled to meet current and future needs.*
3. *Recommendations for the establishment of a tailored governance model that is responsive to the economic development requirements and ambitions of Brunei.*
4. *Development of a tailored economic planning model to assist agencies to identify workforce demand and supply, to establish forecasts and to identify Brunei's future workforce size and competency requirements.*

About Workforce Planning

Workforce planning is about:

Giving effect to economic development strategies.
Predicting the future workforce needs of industry.
Developing strategies to ensure the labour force can satisfy the workforce needs of industry sectors.

In carrying out these functions it is necessary to undertake labour market analysis at two discrete levels. These levels may be termed:

- 'Macro-level' workforce planning; and
- 'Micro-level' workforce planning.

In each area of workforce planning, data collection, compilation, analysis and dissemination plays a central role.

Each is explained overleaf.

Workforce planning is essential for facilitating improvements in a region's human capital, which can enhance the innovative and productive capacity of the local workforce.

Developing a skilled and educated workforce assists with building a region's resilience. With transferable and adaptable skills, individuals can pursue a wider range of employment opportunities and adapt to new processes and technologies, enhancing productivity and improving living standards.

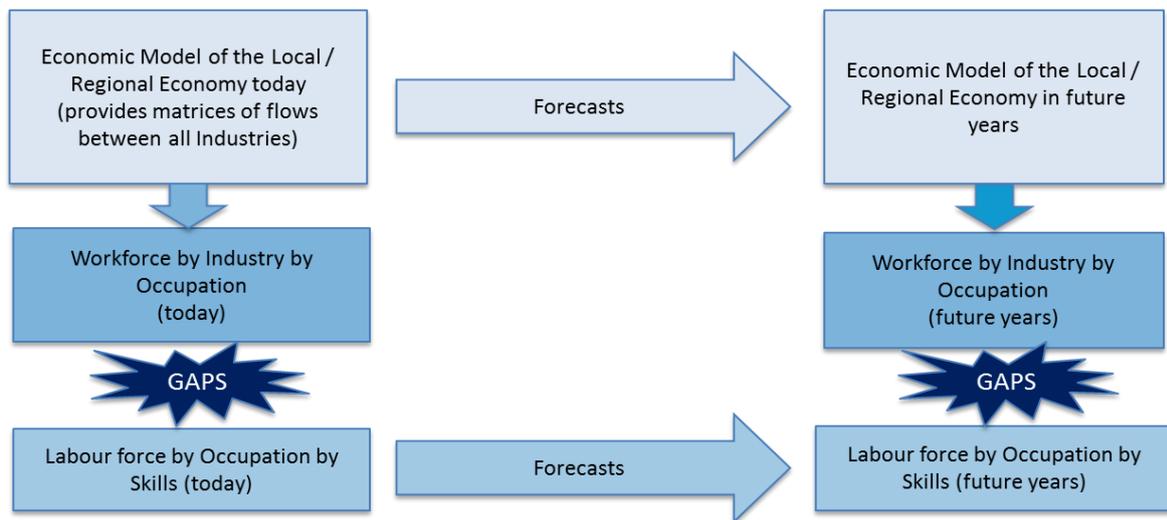
An appropriately skilled workforce can help regions take advantage of new opportunities for growth, making them more attractive to prospective investment. This all translates into positive economic development outcomes.



'Macro-level' Workforce Modelling and Planning

Macro-level labour market analysis encompasses the whole economy, given the inter-relationships that exist between sectors. It is essential a 'model' of the economy is applied to ensure that all flows between enterprises operating in the local or regional economy are accounted for. Economic models identify relationships between key variables in the economy to estimate and forecast changes in output and employment.

Macro-level Workforce Planning: Conceptual Illustration



'Micro-level' Workforce Modelling and Planning

Micro-level labour market analysis is undertaken on a sector-by-sector basis. It is based on data collection on the workforce needs of industry and on detailed analysis of the labour force. Hence the main tasks are industry profiling, workforce profiling and labour market analysis and competency profiling. The objective of the analysis is to inform policy and program development for each industry sector.



SC Lennon & Associates

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