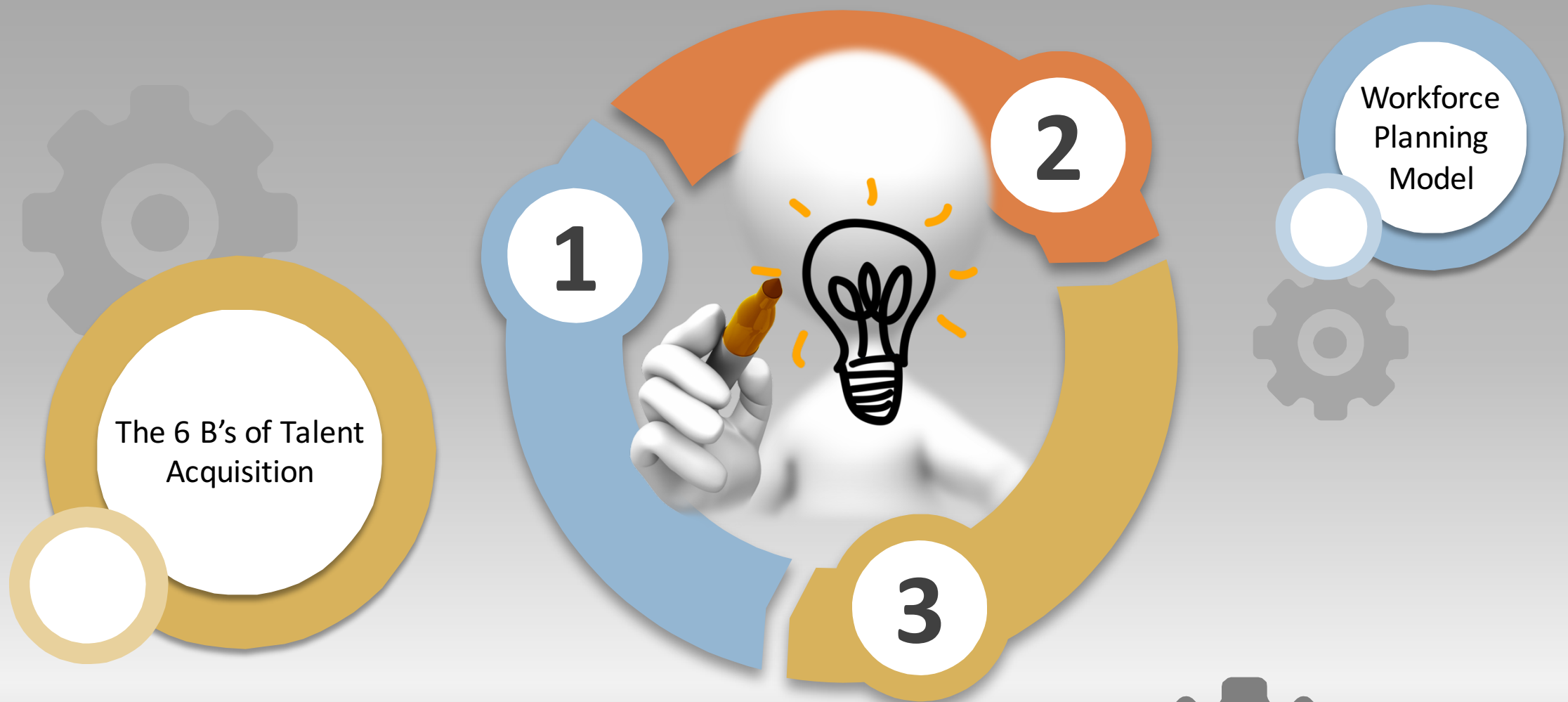
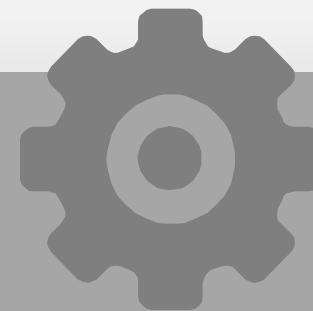




Workforce Planning 20/20

Tips to Meet your Talent Acquisition Needs

Elissa O'Brien, SHRM-SCP



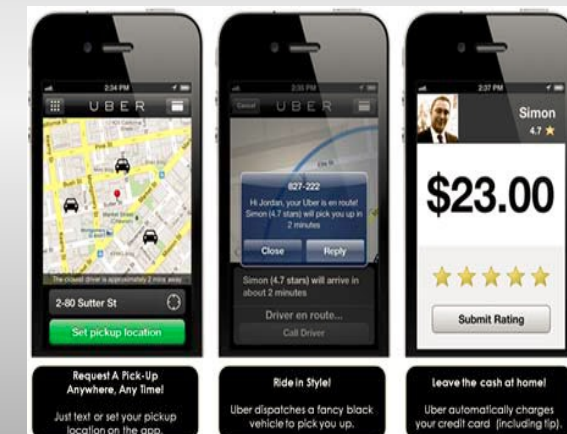
What “new” markets or “growth” areas will your organizations be entering in the next two to three years?

What are the skills that will be needed to address where my organization is going?

Do you have a plan on how to get the right number of people, with the right competencies, at the right time, in the right positions?

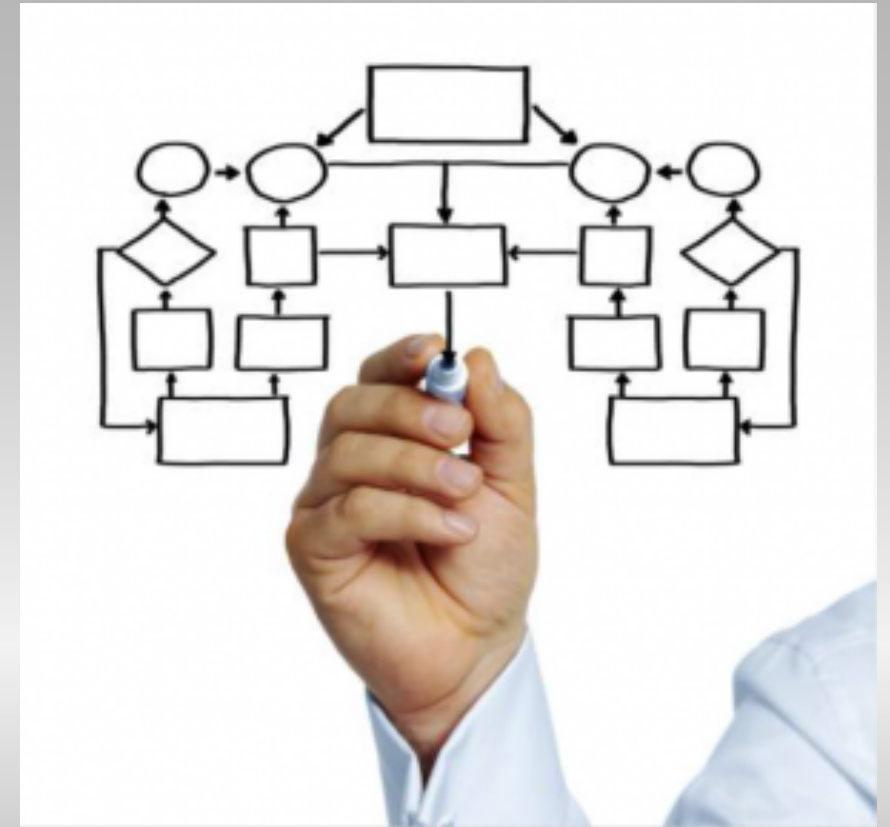


Disrupters



The Workforce Planning Process

- Staffing Arm of HR
- Supply and Demand
- Current and Future KSA must be met
- Processes Need to be Aligned



Workaday-HCI survey of 400 US professionals

WP is recognized as an essential priority, but it is difficult to implement effectively



69% considered WP essential, but only 44% are actively engaged with it

45% reported that their organization is unprepared to meet future talent needs

40% said that business leaders do not adequately promote WP

✓ INTERGRATION

- Key people practices.
- Alignment of activities.
- Data-driven approaches and make evidence-based decisions.
- Forecast and anticipate future business challenges and opportunities.
- Attract higher quality candidates, both externally and internally.

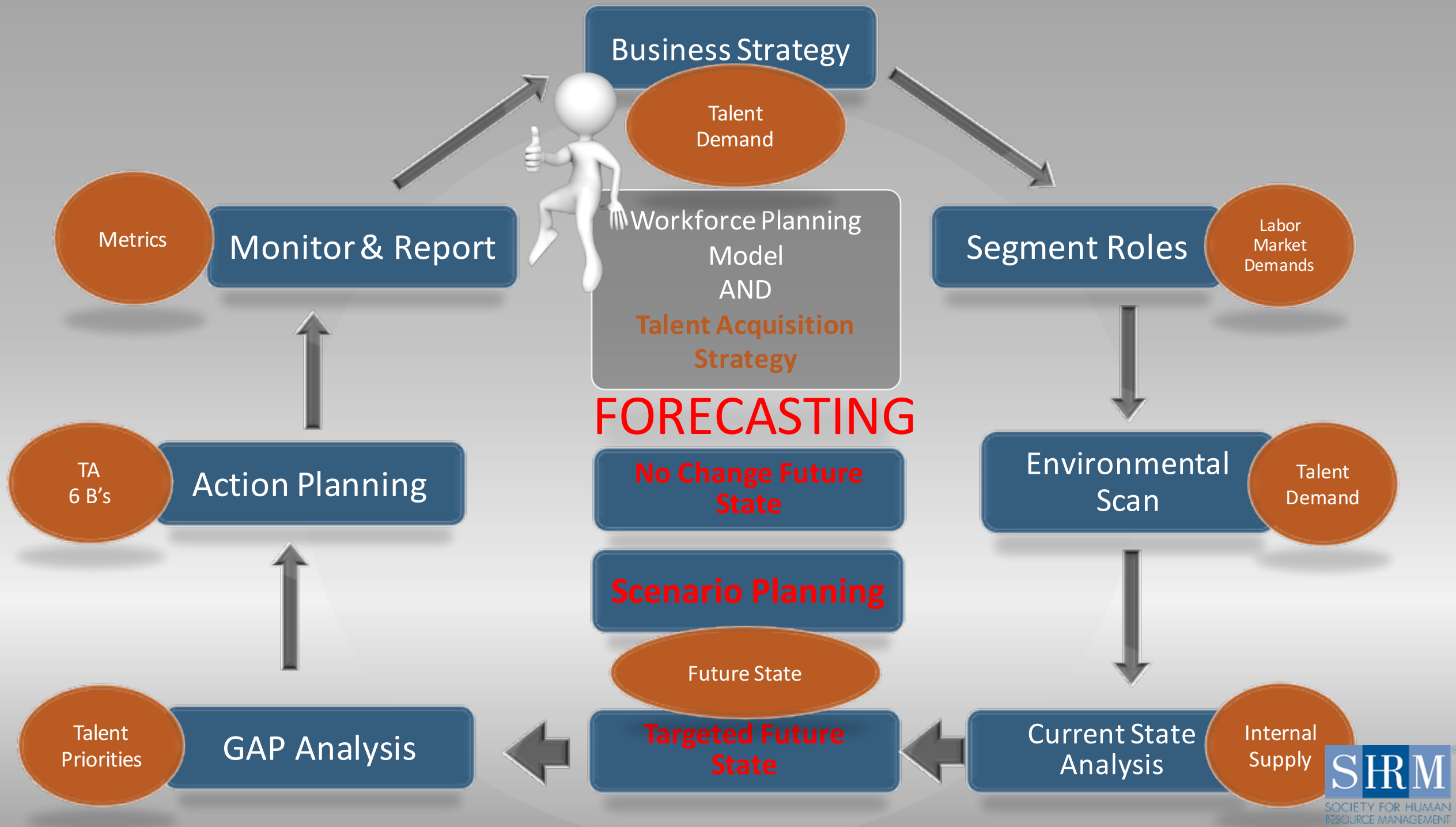


✓ TRUSTED ADVISOR

- Point of contact for the leadership to drive HR results.
- Translate organization needs into HR requirements and evaluate
- Focus on strategic activities (owning the talent agenda) and the monitoring of operational services

Operational vs. Strategic Workforce Planning

Attribute	Operational	Strategic
Timeline/ Planning Horizon	1, 3, 6, 12 months focus	Usually 2-3 years or longer—matches the organizational strategic plan
Inputs	Mostly internal data, some management decisions	Wide range of internal and external information including demographics, business strategies, global trends, etc.
Outputs	Staffing plans, skill gaps	Human Resource/People Strategies
Scenario Planning Approach	Uses variables to explore different models of staffing such as sales forecast.	Uses futuring techniques to question current paradigms and explore alternative futures not necessarily based on today's approach
Focus	Operational Management	Strategic Management
Aligns to	Business Plan	Strategic Plan



Forecasting in Workforce Planning

- Will the jobs remain the same?
- What are the anticipated and required employee skill set?
- Will some jobs be eliminated while others are added or combined?
- Will historical data hold true in the future?
- Will new employees compare to former employees in terms of productivity, punctuality, sick days, attitudes, and leadership ability?

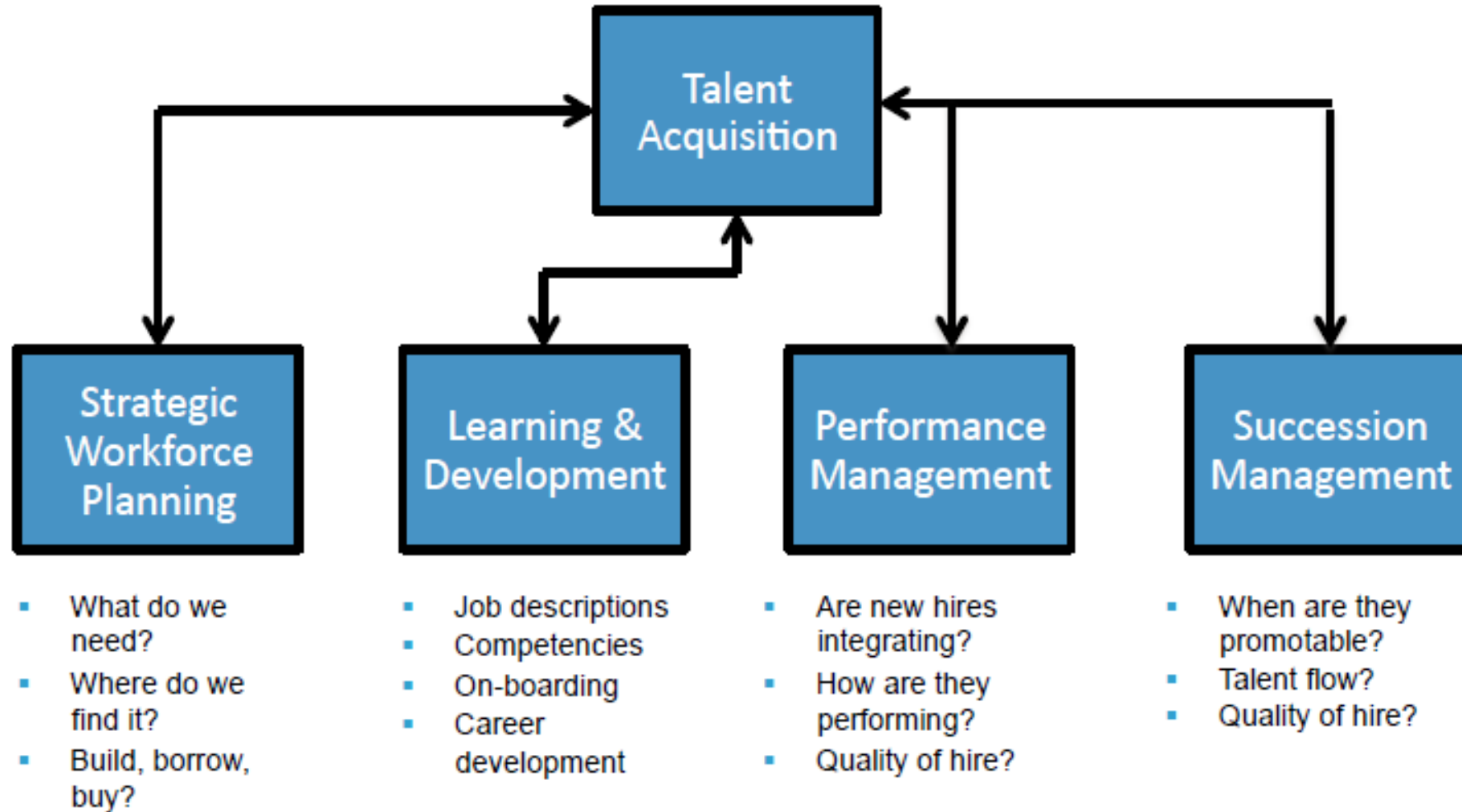
THE SIX B'S of ACTION PLANNING

Strategy	Actions Used
BUY	Hire talent externally, move talent internally
BUILD	Develop your talent; 70-20-10 model; leverage existing resources; implies good talent mobility; keep your High Potential/A players engaged
BORROW	Use the contingent workforce; the gig; build a talent ecosystem that allows the organization to scale as necessary
BIND	Use the right mix of rewards and recognition strategies to keep the right talent in the organization; manage flight risk; think about long term fit and the connection to the EVP
BOUNCE	Selectively hone the shape and focus of the workforce as requirements for change; potentially re-deploy and re-skill
BALANCE	Use of the right balance of all of the above strategies to effectively manage the workforce

Evidence-Based Talent Decisions

TERM	DEFINITION	EXAMPLE
Measure	Fundamental constructs based on tabulation of data	Employee Head Count
Metrics	Higher-level constructs based on relationship between two or more measures	Revenue per full time equivalent (FTE)
Analytics	Converting metric into decision-support tools by adding context	Turnover of high potential employees in poor performing business units

Cultivator of Talent





QUESTIONS



Thank you!

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