

A background image showing a group of business professionals in a meeting. A woman in a light green sweater is writing on a document with a pen. A man in a light purple shirt and tie is looking at the document. Other hands are visible, pointing at the paper. A pair of glasses and a glass of water are on the table.

Workforce Planning and Development

March 2015

Course Objectives

After completing today's workshop, you will be able to:

- Appreciate the strategic value of Workforce Planning & Development within the organization
- Increase your knowledge in the following 4 areas: Workforce Planning, Career Development, Continuous Learning, and Alignment with Recruitment/Retention
- Understand Best Practices of leading organizations within the 4 areas
- Socialize the Workforce Planning & Development Maturity Model and assess current state
- Assess current state and brainstorm high-level strategies for improvement



War for Talent

The "Overwhelmed" employee

Technical Capabilities

Retention and Engagement

Waning Capabilities of HR

Localization

Millennials

Globalization

BigData Analytics

Workforce Planning

Employment Brand

Social Everything

The world has gotten complicated



Global Payroll

HR as Decision Science

Leadership Pipeline

400 LMS and TM vendors

Social Recruiting

Disruption of the CHRO

Cloud HR Systems

Social Everything

Global Recruitment

MOOCs

What HR Leaders Say

We need to accelerate hiring of senior and mid leadership in Asia and Middle east.

How do we more rapidly move talent from early leadership to senior leadership?

The skills of our HR business partners and specialists need improvement.

Our company has capability gaps in new technology areas across the organization.

We are shifting our business to a services business. How do I transform the workforce?

How can I retain and engage my top talent?

We are still having trouble attracting millenials and younger workers.

How can we globalize our employment brand and talent programs??

How do we create more collaboration and knowledge sharing across the company?

Our training organization is too expensive and not driving enough value.

How do we drive greater innovation into the organization?

We compete for engineers with some of the most successful silicon valley companies? How can I attract and retain the brightest in our company?

How do we increase women and diversity in leadership?

Our mid-level and entry leadership gaps are still huge

Our performance and comp process is obsolete and not engaging people.

How do we optimize our global mobility program?

We need to restructure HR to build common systems and reduce costs.

We need better data and analytics in HR.

How the Talent World has Changed

*“Our candidates today
are not looking for
a career...”*

*“They’re looking for
an Experience.”*



The High-Impact HR Organization

Top 10 Best Practices on the Road to Excellence

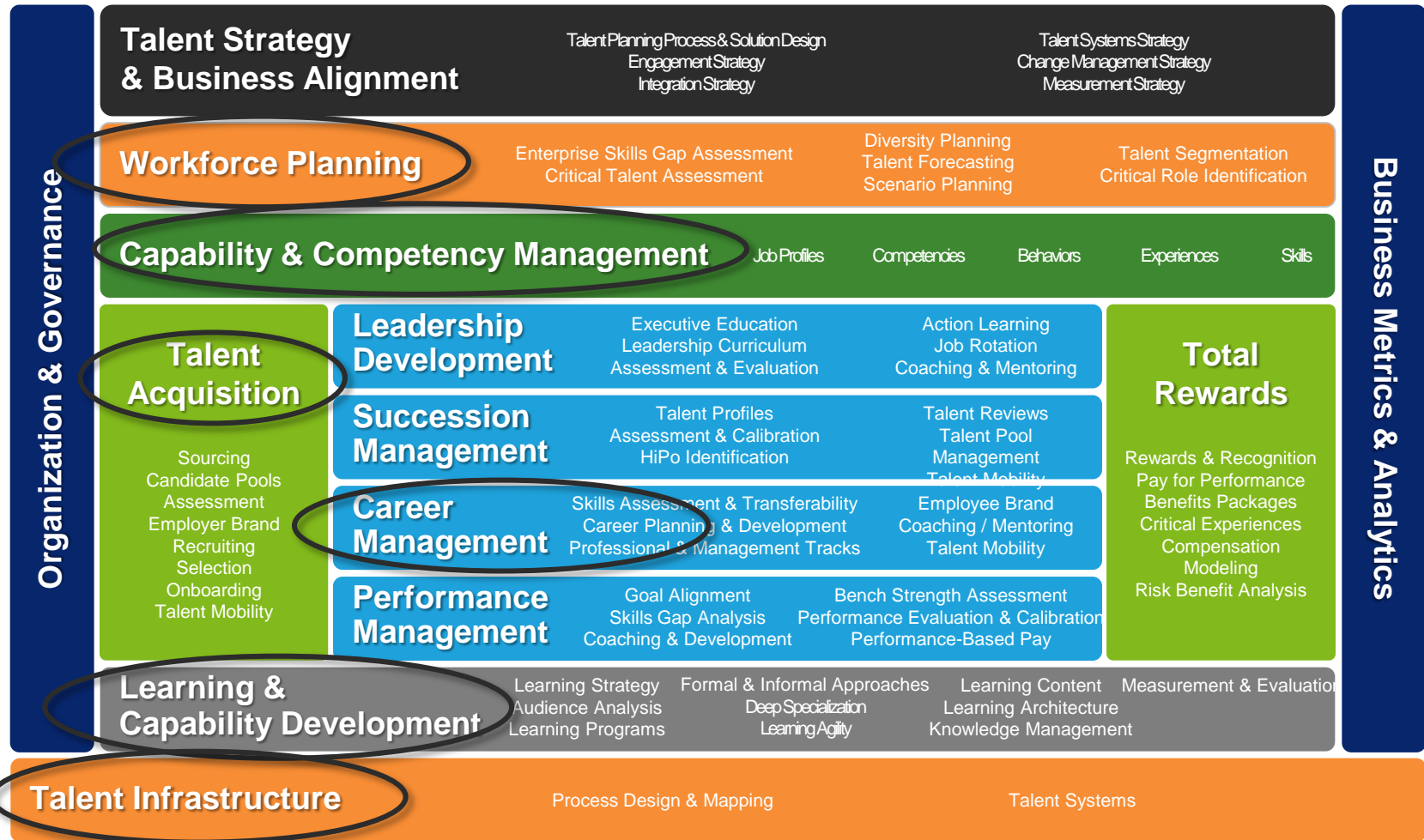


HR Best Practices	HR Framework Area	HR Impact
1. Implement Governance & Planning *	HR Strategy & Business Planning	39%
2. Invest in Quality Workforce Planning	HR Service Models	28%
3. Create the “Right” HR Philosophy	HR Strategy & Business Planning	27%
4. Reduce HR BP Administrative Work	HR Service Models	25%
5. Create a Flexible HR Org Structure	Organization & Governance	20%
6. Improve Key Audience Facing Tools	Technology and Infrastructure	19%
7. Measure Workforce & HR Ops *	Measurement	19%
8. Develop Internal HR Skills *	Governance & Organization	13%
9. Outsource Strategically	Service Models	10%
10. Improve Line Manager Capabilities *	Audience & Stakeholders	10%

Source Bersin & Associates HIHR Survey N=720
 HR Impact =s Opportunity for improved efficiency, effectiveness, and business alignment

* Negative impact if not implemented well

High-Impact Workforce Planning and Development Framework[®]



Four Strategic Pillars of Workforce Planning and Development

**Workforce
Planning**

**Career
Development**

**Education &
Training
(Continuous
Learning)**

**Alignment
with
Recruiting and
Retention**

Pillar One: Workforce Planning



Workforce planning is a set of business processes which analyze the supply and demand of talent. This discipline helps organizations understand the current state, forecasted gaps and actions necessary to close talent gaps.

Although 92% of companies have some level of workforce planning, only 21% of companies take a strategic, long-term approach.



Need for Workforce Planning



Pillar Two: Career Development



Career development and talent management include integrated organizational HR processes designed to attract, grow, motivate, and retain productive, engaged employees.

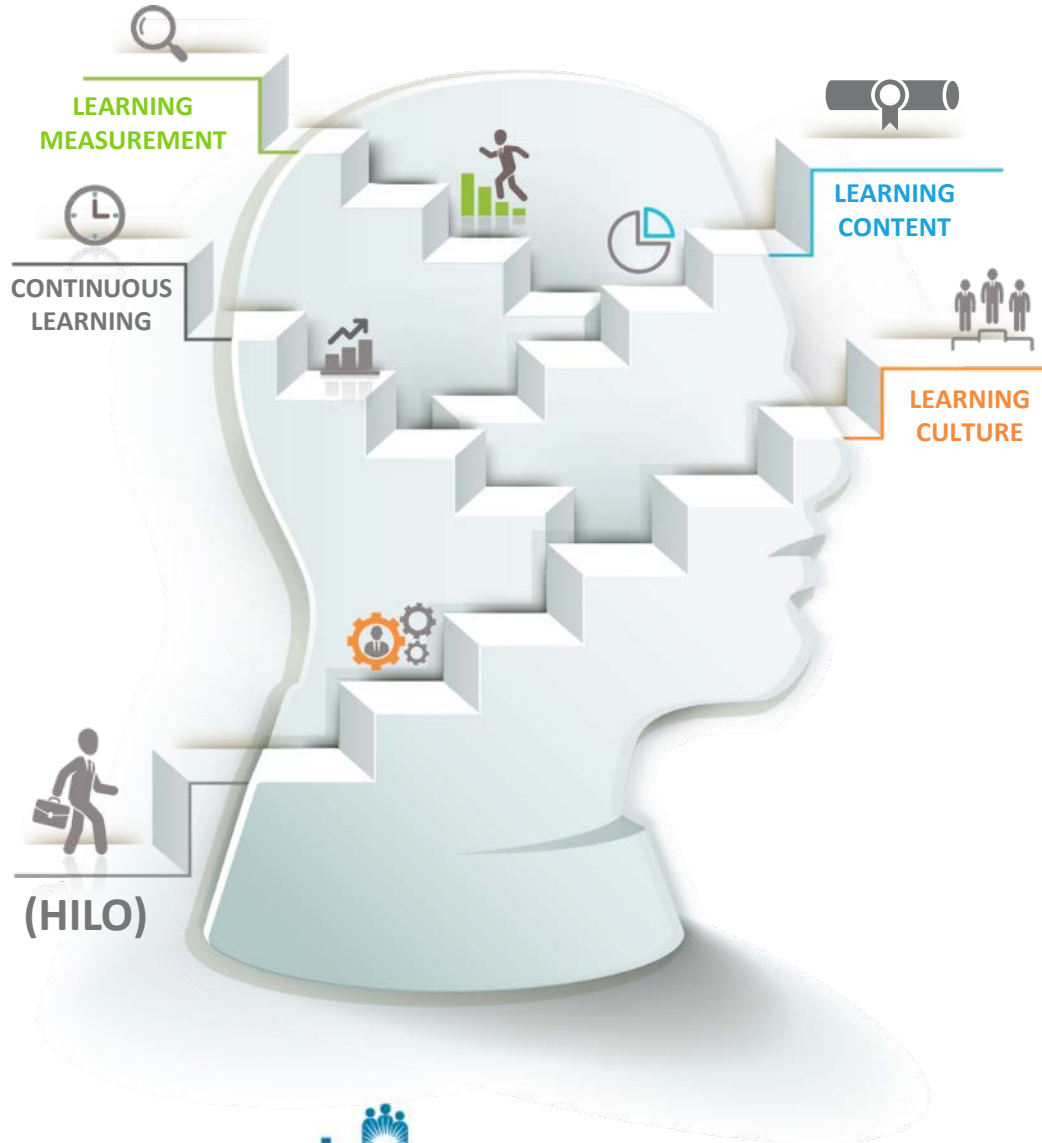


The goal of talent management is to create a high-performance, sustainable organization that meets its strategic and operational goals and objectives.

Key Benefits of Effective Talent Management and Career Development



Pillar Three: Education & Training through Continuous Learning



High impact learning organizations (HILO) embody the principle of continuous learning. They distinguish themselves by very effectively and efficiently providing learning solutions that support key business objectives.

Becoming and remaining a high-impact learning organization is a constant effort, built on a foundation of strong organizational capability in areas, such as learning culture, learning content and learning measurement.

Organizations with a Strong Learning Culture Significantly Outperform peers...



It's Worth Doing: HILOs Provide Greater Business Value



How do you
leadership
perceive
function

Between 2008 and 2011
High-Impact Learning
Organization **profits grew
3X faster** than the rest of
the orgs studied.

valued.

We are
tactical / O
to sim

ive /
urpose
s partner.

HILOs are 3.55 X more likely to be seen as strategic business partners.

* Reference: Bersin High Impact Learning Organization Series - 2012

Pillar Four: Alignment with Recruiting and Retention



Alignment with Recruiting and Retention involves Strategic partnerships with Recruitment, Organizational Effectiveness/Performance, and Workforce Planning & Development teams to manage talent development and acquisition.



Business Outcomes by Talent Acquisition Maturity Level



	Level 1	Level 4
Meets or exceeds customers' expectations	75%	100%
Meets or exceeds financial targets	66%	88%
Creates new products / services more quickly than competitors	48%	62%
Business outcomes overall average	63%	83%

Source: Bersin by Deloitte, 2014

