

BUILDING A CAPABLE WORKFORCE PLANNING TEAM

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TODAY'S TOPICS

- Marketplace Change and Disruption
- Workforce Planning Areas of Emphasis
- Workforce Planning Process
- Different Stages of Workforce Planning
- Workforce Planning Stakeholders
 - Cross-Functional Collaboration
 - Executive Steering Committee
- Next Steps

MARKETPLACE CHANGE AND DISRUPTION

- Disruption results in increased demand for Workforce Planning Driven Talent Programs

Technology-Driven	<p>Technology is Everywhere</p> <p>6.0 billion+ smartphones in the world by 2020¹</p>	<p>Covid-19 Global Pandemic</p> <p>Rapid rise in Work From Home, Furloughs, Unemployment & Corporate Real Estate Transformation</p>	<p>Explosion in Contingent Work</p> <p>US Contingent workers = 40% by 2020⁷</p>	People-Driven
	<p>AI, Cognitive Computing, Robotics</p> <p>\$500,000 cost in 2008 \$22,000 cost today</p>	<p>Strategic Business Transformation</p> <p>Evolving operating models and market characteristics</p>	<p>Diversity and Generational Change</p> <p>Millennials = 50% of Workforce³ 25% global population in Africa by 2050⁵</p>	
	<p>Tsunami of Data</p> <p>9x more in last 2 years² Major enabler of machine learning</p>	<p>Jobs Vulnerable to Automation</p> <p>35% UK 47% US 77% China⁶</p>	<p>Change in Nature of a Career</p> <p>2.5 – 5-year half-life of skills 4.5-year average tenure in a job⁸ 50-year careers⁴</p>	

Source: Deloitte Consulting, 2019

¹ <http://news.ihsmarkit.com/press-release/technology/more-six-billion-smartphones-2020-his-market-says>

² <https://www-01.ibm.com/software/data/bigdata/what-is-big-data.html>

³ <https://www2.deloitte.com/uk/en/pages/about-Deloitte-uk/articles/millennial-survey.html>

⁴ <https://www.newscientist.com/article/mg23130810-800-the-100year-life-how-should-we-fund-our-lengthening-lives/>

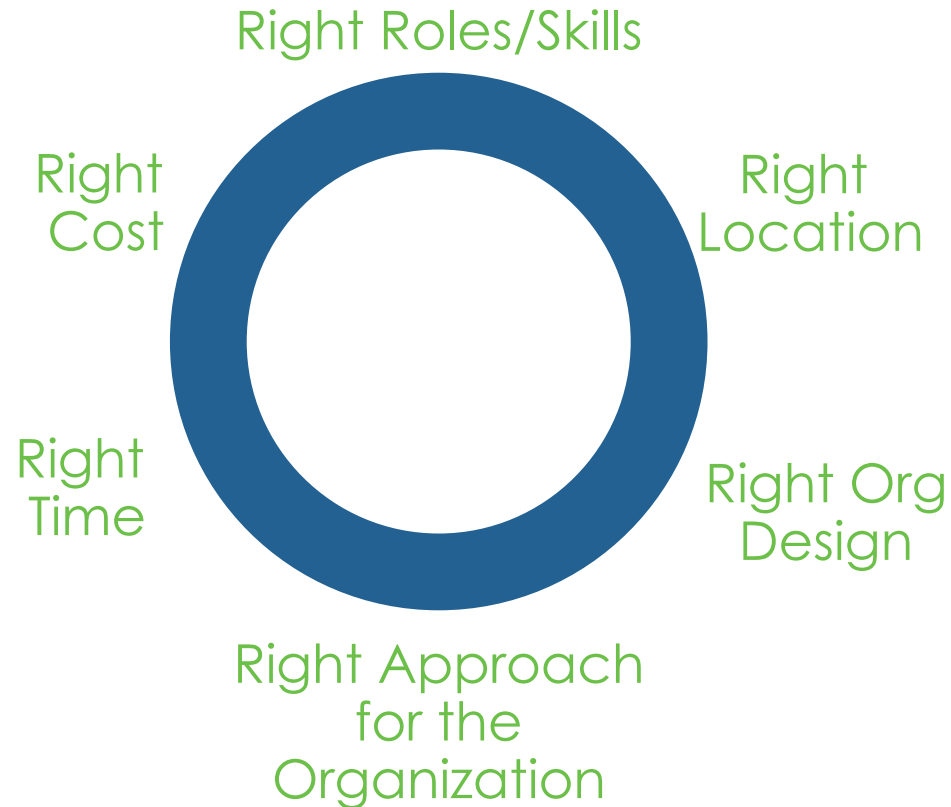
⁵ https://www2.deloitte.com/content/dam/Deloitte/IL/Documents/human-capital/Thriving_in_times_of_digital_disruption.pdf

⁶ http://www.oxfordmartin.ox.ac.uk/downloads/reports/Citi_GPS_Technology_Work_2.pdf

⁷ https://http-download.intuit.com/http.intuit/CMO/Intuit/futureofsmallbusiness/intuit_2020_report.pdf

⁸ <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/HumanCapital/dtll-hc-English-opentalentconomy.pdf>

WORKFORCE PLANNING AREAS OF EMPHASIS



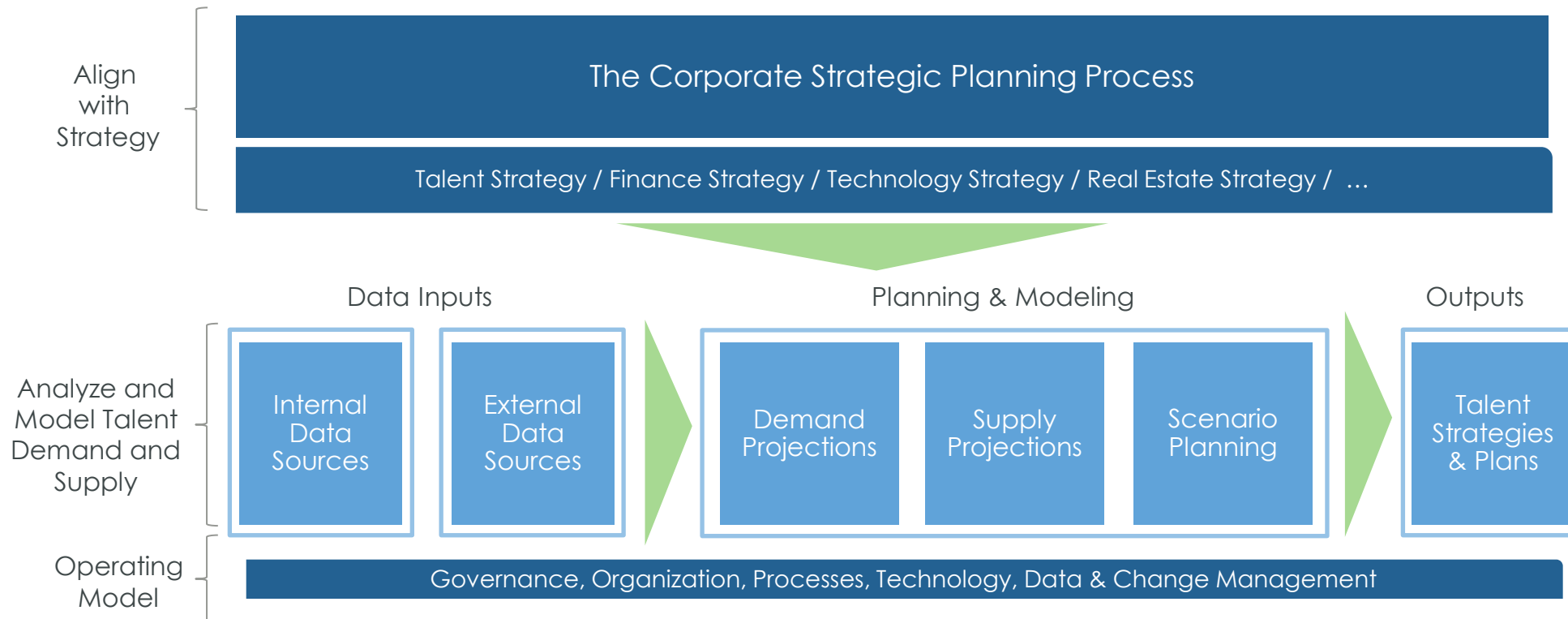
- Marketplace pressures, business transformation and increased opportunity for automation and AI are **changing the way work gets done**
- There are myriad opportunities to use **alternative talent sources** to augment employee base
- Training, development and upskilling can be used to **address skills gaps and surpluses**
- For many roles, **work can get done just about anywhere**

POLL: WHAT WORKFORCE PLANNING AREAS DOES YOUR ORGANIZATION EMPHASIZE

- Click all that apply:
 - A. Right Roles/Skills
 - B. Right Cost
 - C. Right Location
 - D. Right Time
 - E. Right Org Design
 - F. Right Approach for the Organization

A "TYPICAL" WORKFORCE PLANNING PROCESS

- While the overall workforce planning process might be consistent with prior years, individual components have undergone significant transformation



DIFFERENT APPROACHES TO WORKFORCE PLANNING

- Most organizations are implementing one or more Workforce Planning approaches



WORKFORCE PLANNING SKILLS AND COMPETENCIES

- The skills and competencies required to support Workforce Planning activities vary by approach

Reporting & Analytics	Headcount Planning	Workforce Management	Operational Planning	Strategic Workforce Planning	Future of Work Planning
<ul style="list-style-type: none"> Analytics and Analytical Thinking Business Strategy Data Science Data Wrangling HRIS Hypothesis Testing Presentation and Story Telling Research Root Cause Visualization & Business Intelligence 	<ul style="list-style-type: none"> Compensation & Total Rewards Financial Planning & Analysis Forecasting HR/Talent Strategy Income Statement & Balance Sheet Planning Project Management Scenario Analysis Talent Acquisition 	<ul style="list-style-type: none"> Business Drivers Business Process Reengineering Capacity Planning Labor Relations and Labor Law Labor Scheduling Operations Productivity Metrics Skills Awareness Supply and Demand 	<ul style="list-style-type: none"> Business Acumen Change Management Conflict Resolution External Data Integration Interviewing Location Strategy/ Real Estate Negotiation Prioritization Strategic Planning Verbal & Written Communications 	<ul style="list-style-type: none"> Coaching & Counseling Employee Development Influencing Organization Design Skills Assessment Succession Planning Talent Management Training & Development 	<ul style="list-style-type: none"> Artificial Intelligence Automation Business Process Outsourcing Contingent Workforce Crowd Sourcing Future of Work Gig Economy Innovation Technology Strategy

WORKFORCE PLANNING STAKEHOLDERS

- Workforce Planning does not occur within a vacuum but requires collaboration across many different and diverse stakeholder groups



Business Leaders

- Board of Directors
- Executive Team/CxO
- Business Unit Leadership Team Members
- Business Unit Chief of Staff or Operations Lead
- Managers
- WFP Steering Committee



Function Peers

- Finance Business Partner or FP&A
- Corporate Strategy
- Corporate Real Estate
- Corporate M&A
- Corporate Procurement
- Business Process Improvement
- Project/Program Management



Human Resources

- HR Business Partner
- People Analytics
- Workforce Planning
- Talent Acquisition
- Total Rewards
- Training & Development
- Organization Design



Workforce+

- Employees
- Interns and Temporary Workers
- Contingent Workers
- Candidates
- Government
- Labor Organizations
- Vendors & Partners
- Automations (AI) and Bots (RPA)

NEXT STEPS

- Determine which Workforce Planning approach(es) align with the strategic and financial planning processes within your organization
- Identify stakeholders and develop program governance
- Assess Workforce Planning skill availability, identify gaps and determine mitigation options
- Develop implementation and change management program
- Iterate and improve business processes and technology enablers
- Measure program success

THANK YOU AND STAY IN TOUCH

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