

Let Data Be Your Partner

How to Succeed with Workforce Planning in an
Unpredictable Environment

February 2021

Today's Presenters

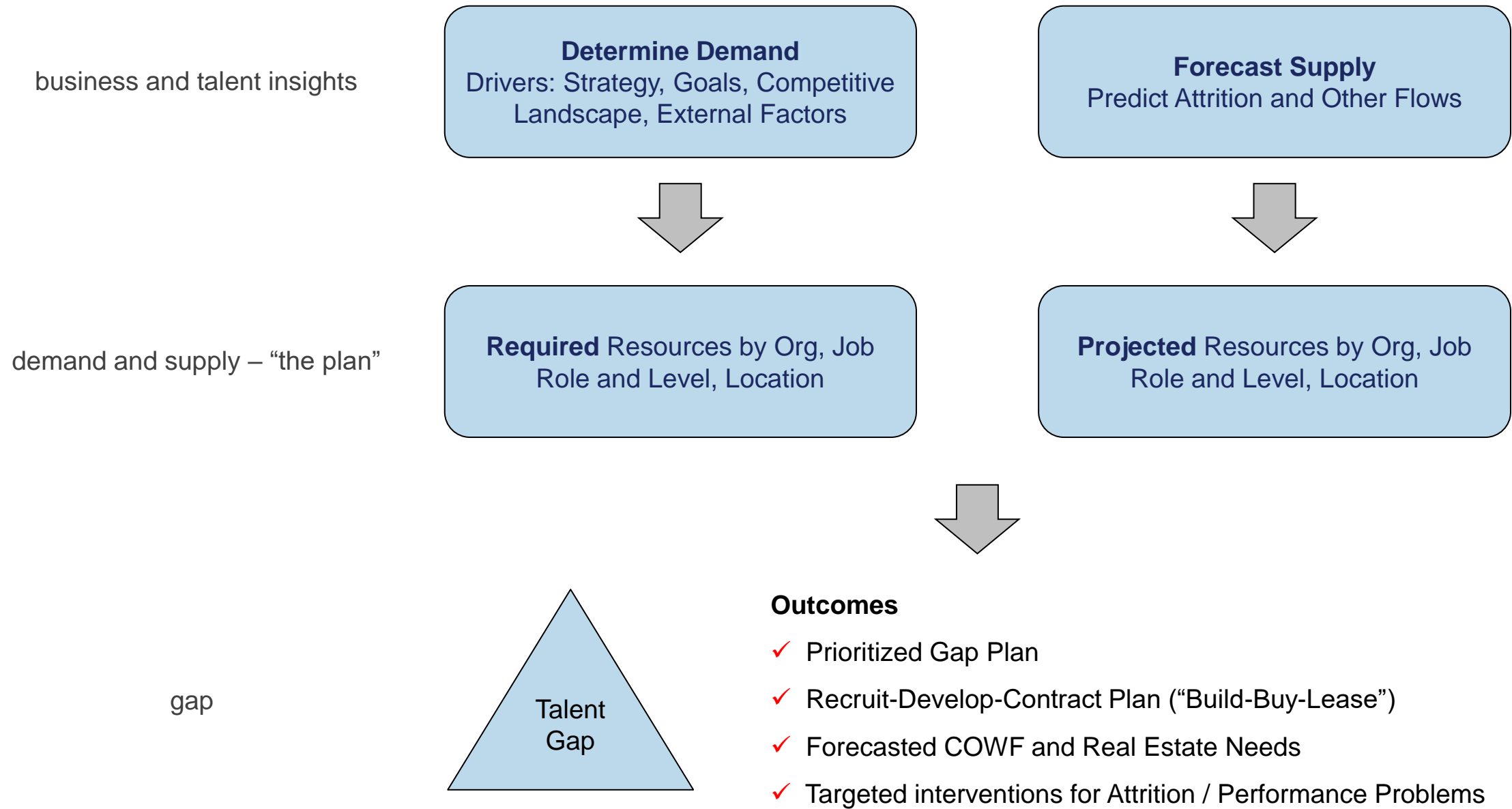
Jane Barrett

Head of Global People Analytics & Digital Solutions
Ericsson

Peter Louch

CEO
Vemo

Classic Approach to Workforce Planning



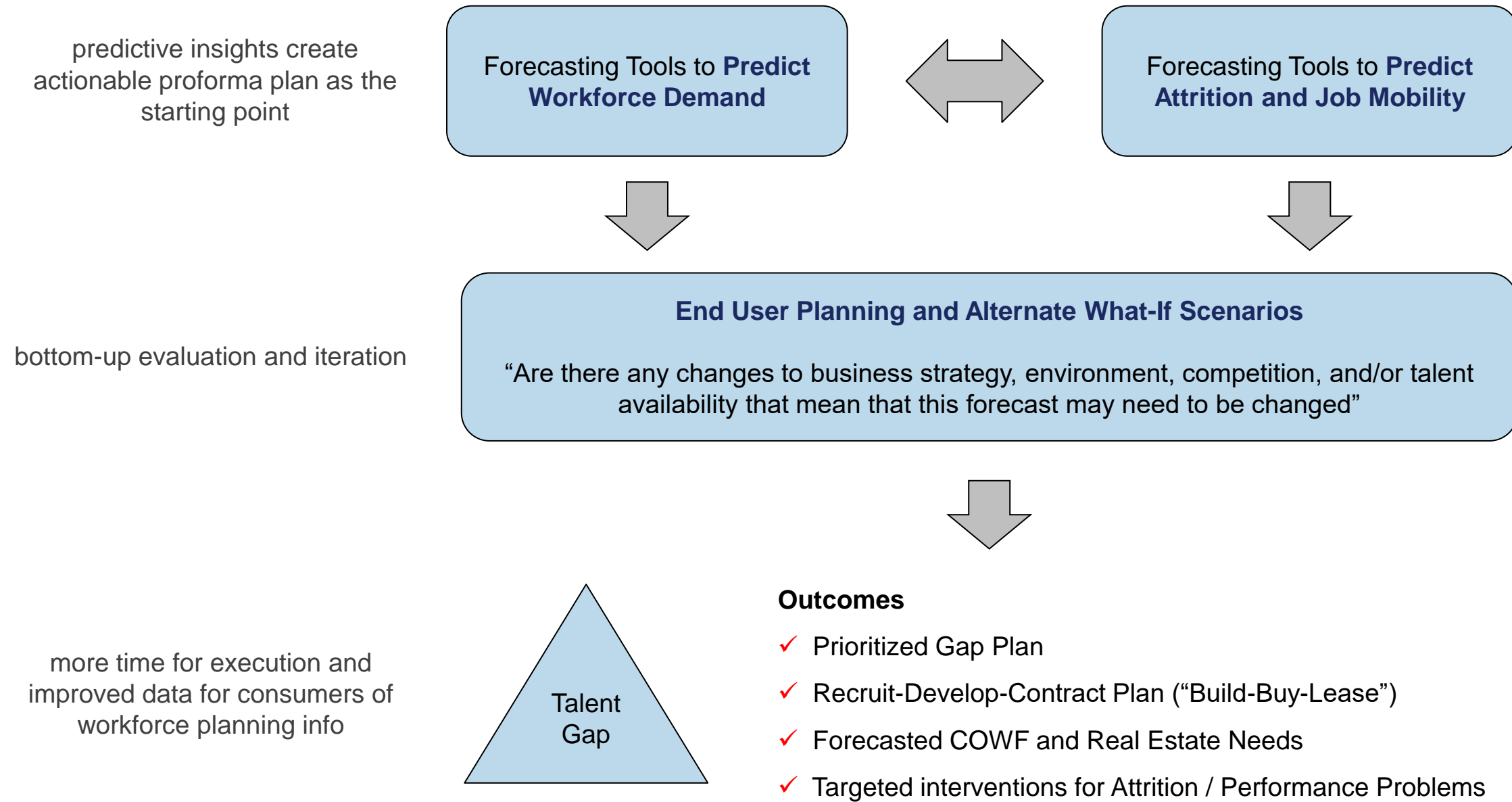
The Problem with Classic Approach

The plan almost never occurs

- Demand is the “ultimate stretch goal” and is forecast too high
 - Internal pressures interfere with this stretch goal
- Forecast Supply doesn’t account for actual future Demand (forecasts are linked, not separate)
- The resultant operational gap plan is not used and can be somewhat ignored
- Overall gap analysis still has significant strategic value and answers the important question:

“What are the gaps between our planned talent demand and actuals and how did it impact achievement of goals”

Data-Driven Approach to Workforce Planning





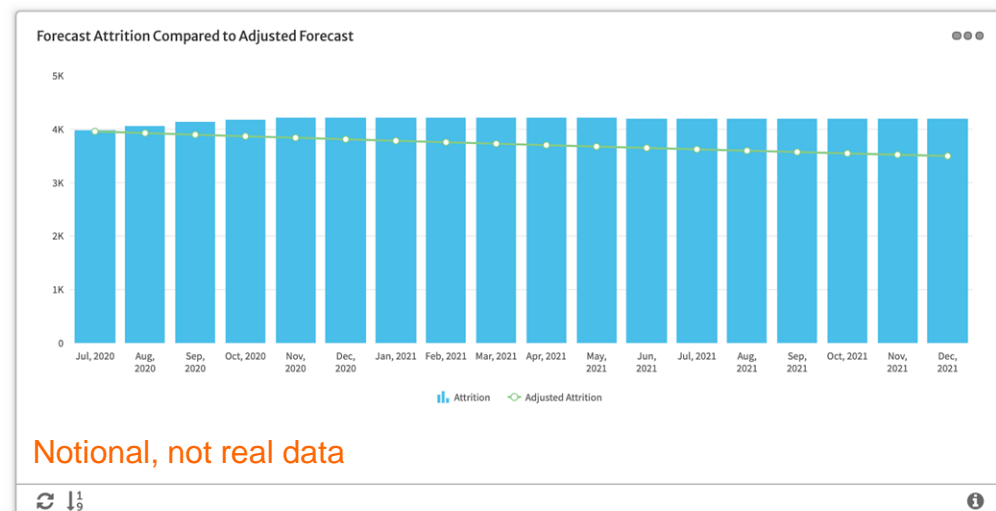
Tell us about Ericsson's WFP journey



How did COVID change this journey?

- What type of scenario planning did you do in Spring 2020?
- How different was it than the typical scenario planning you do?
- Is there a new normal for WFP at Ericsson?

Change in attrition based on reduced hiring

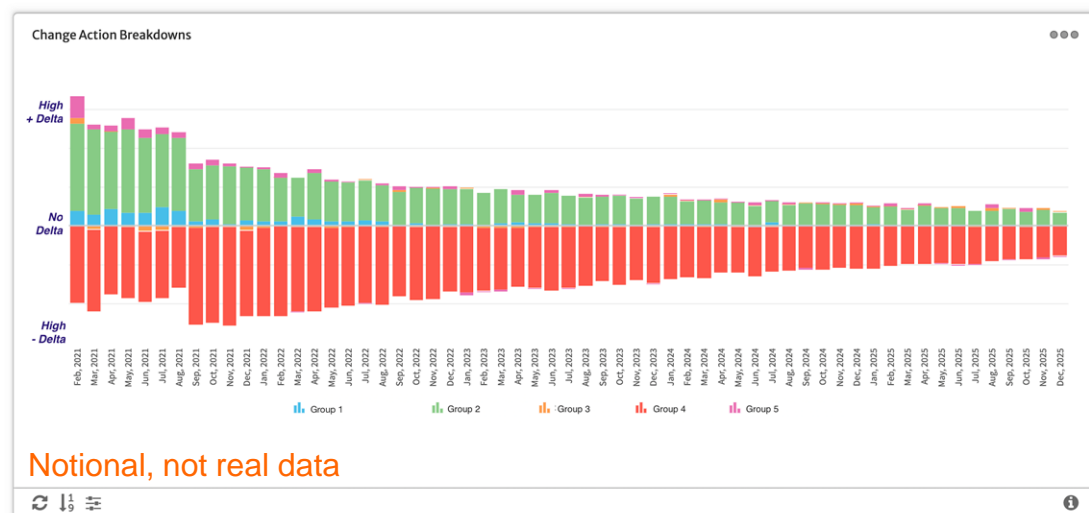




What are the lessons learned?

- What types of broad-brush scenario planning should be included in WFP?
- What portion of WFP effort should be dedicated to planning “business not as usual?”
- What is the appropriate “look ahead period”?

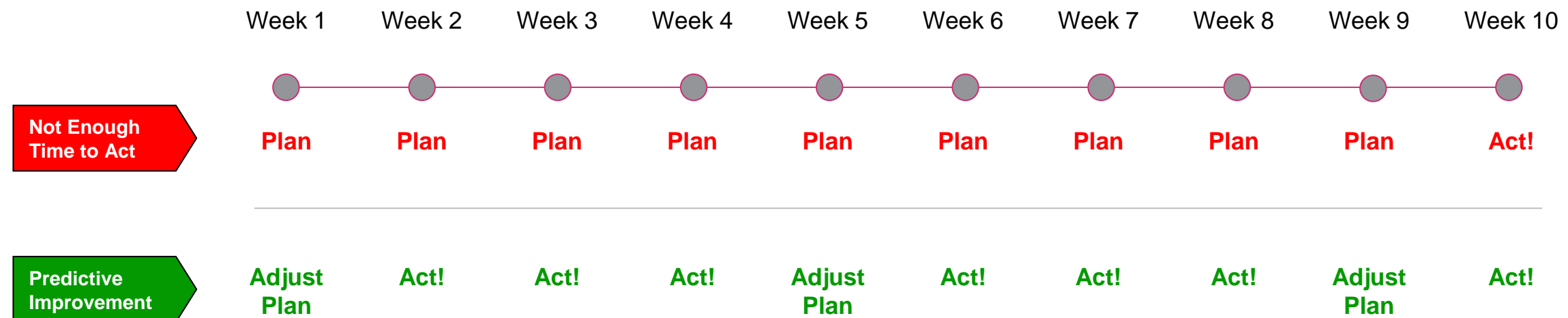
Breakdown - predicted workforce composition changes





How do modern predictive techniques enable successful scenario planning?

- How much “planning time” is saved by predictive techniques?
- How much more quickly can key business and workforce decisions be made?
- Is it hard to get leaders to adapt to using predictive forecasting?
- How frequently / continuously should planning occur in today’s world?

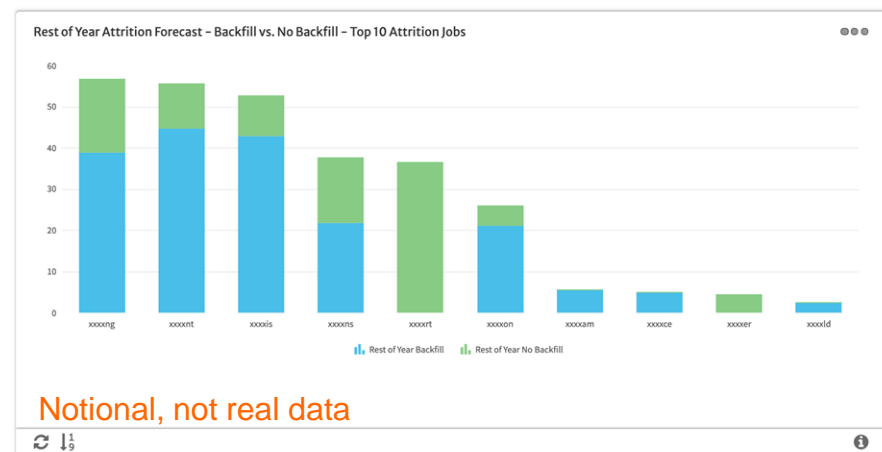




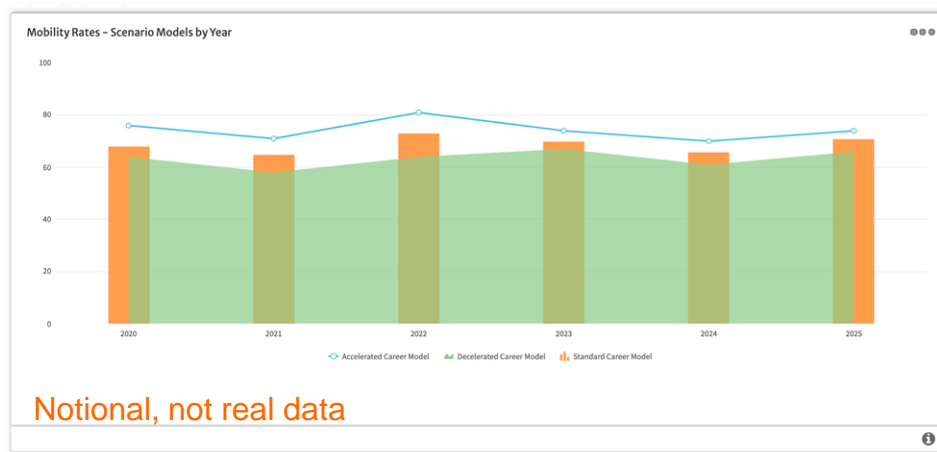
What types of big picture business and workforce outcomes are realized by data-driven WFP?

- Evaluating if have current talent to drive strategic objectives
- Future proofing - identifying talent gaps and surpluses before they occur
- Diversity and inclusion
- Aligning cost of workforce

Planning growth and managing attrition



If you know the gap, you can plan mobility

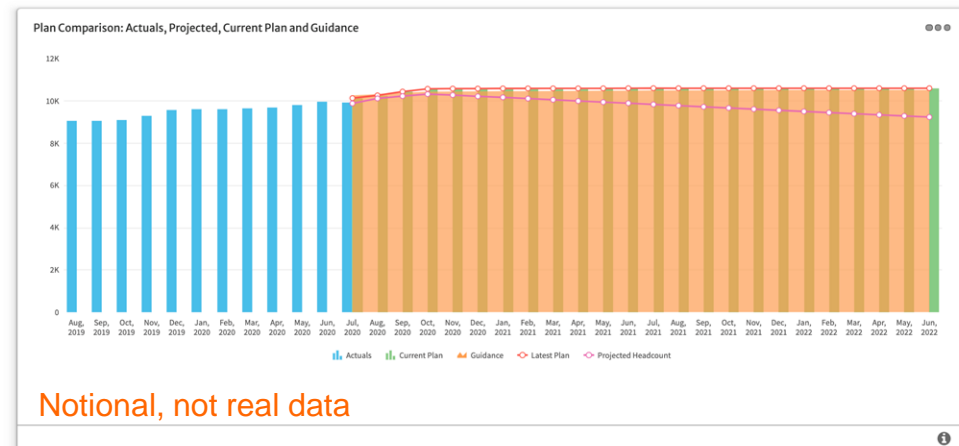




What are the tactical benefits of data-driven WFP?

- How do other areas of HR benefit from this approach?

Measure frequently, inform others, adjust



Questions



Q&A