

Let Data Be Your Partner

How to Succeed with Workforce Planning in an Unpredictable Environment

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Today's Presenters

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Classic Approach to Workforce Planning

business and talent insights

Determine Demand

Drivers: Strategy, Goals, Competitive Landscape, External Factors



demand and supply – "the plan"

Required Resources by Org, Job Role and Level, Location

Forecast Supply

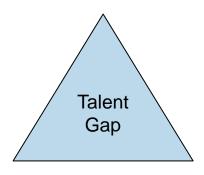
Predict Attrition and Other Flows



Projected Resources by Org, Job Role and Level, Location



gap



Outcomes

- ✓ Prioritized Gap Plan
- ✓ Recruit-Develop-Contract Plan ("Build-Buy-Lease")
- ✓ Forecasted COWF and Real Estate Needs
- ✓ Targeted interventions for Attrition / Performance Problems



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:

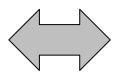
"What are the gaps between our planned talent demand and actuals and how did it impact achievement of goals"



Data-Driven Approach to Workforce Planning

predictive insights create actionable proforma plan as the starting point

Forecasting Tools to **Predict**Workforce Demand



Forecasting Tools to **Predict Attrition and Job Mobility**





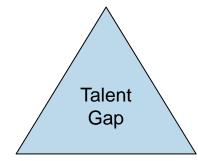
bottom-up evaluation and iteration

End User Planning and Alternate What-If Scenarios

"Are there any changes to business strategy, environment, competition, and/or talent availability that mean that this forecast may need to be changed"



more time for execution and improved data for consumers of workforce planning info



Outcomes

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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



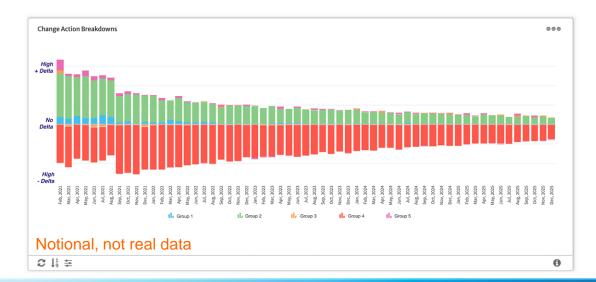




What are the lessons learned?

- 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

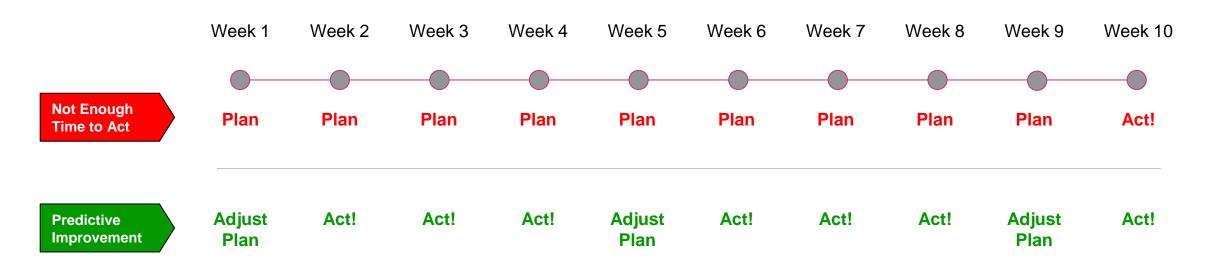






How do modern predictive techniques enable successful scenario planning?

- 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?







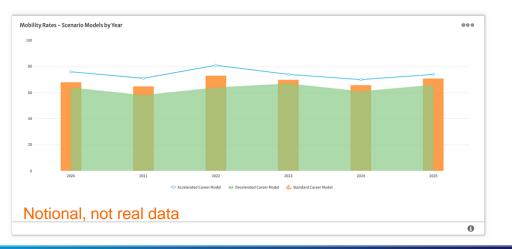
What types of big picture business and workforce outcomes are realized by data-driven WFP?

- 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





If you know the gap, you can plan mobility



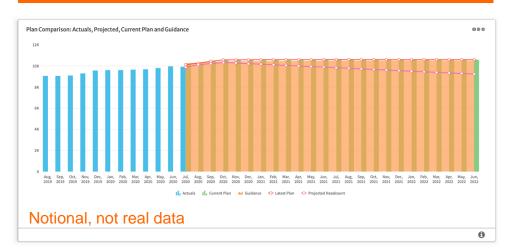




What are the tactical benefits of data-driven WFP?

How do other areas of HR benefit from this approach?

Measure frequently, inform others, adjust





Questions



