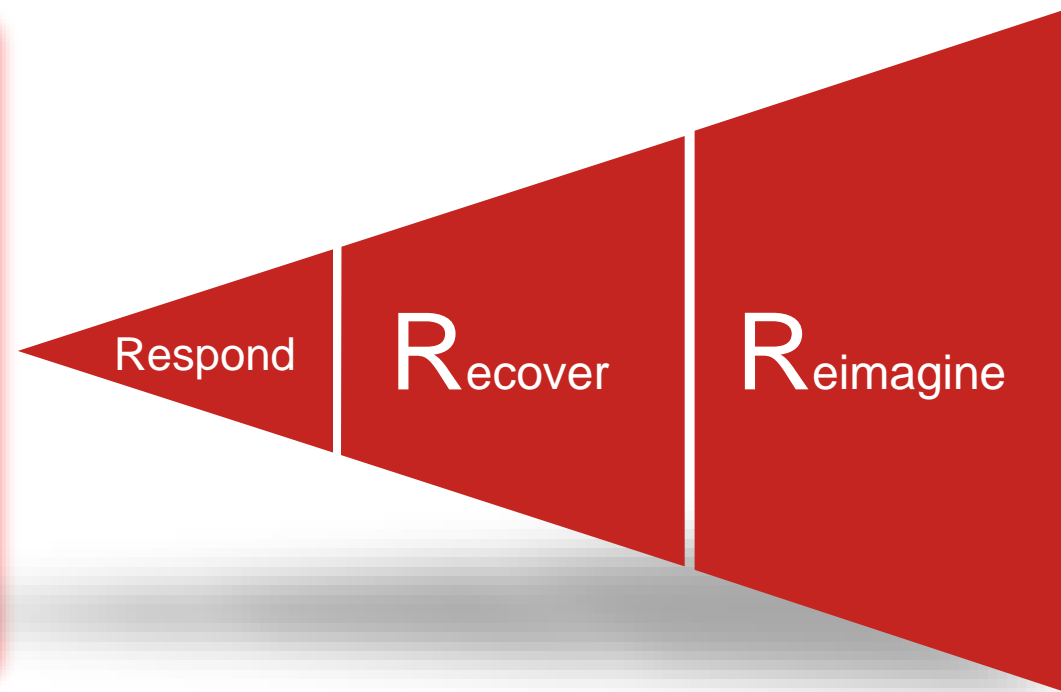
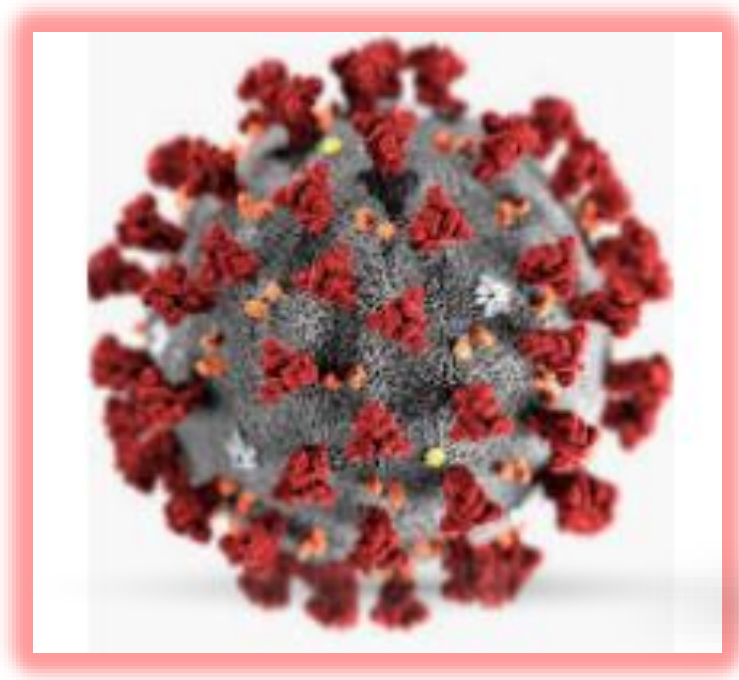




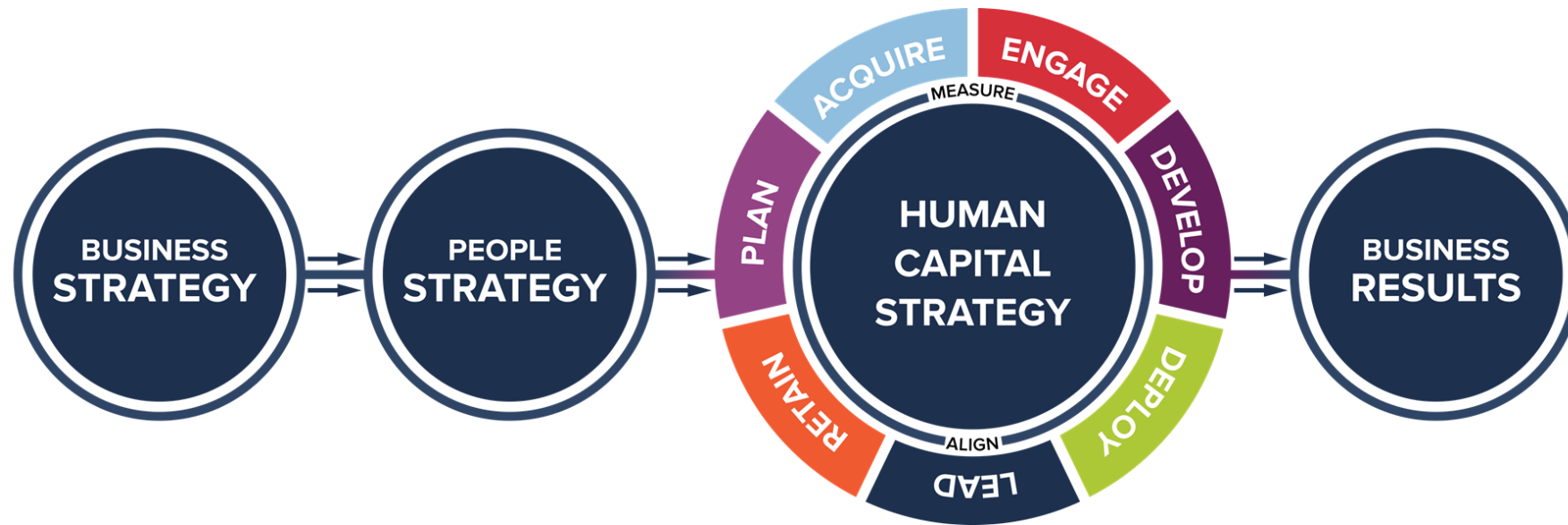
COVID-19
STRATEGIC WORKFORCE PLANNING: STAYING
AHEAD FUTURE FORWARD

THE 3 R'S OF COVID




BUSINESS STRATEGY-COVID 19





ANCHORING SWP TO THE ORGANIZATION



IF THERE IS
A BUSINESS
HEADLINE,
THERE IS
SWP

- G.M. Announcement Shakes Up U.S. Automakers' Transition to Electric Cars
- “How Volvo Reinventing itself through hiring”
Harvard Business Review
- “Uber to open new Chicago office, add about 2,000 jobs”
- “International Expansion: Netflix, Amazon & Microsoft ”
- “TikTok will partner with Oracle in the United States_”

FORD AND GOOGLE SIGN SIX-YEAR DEAL FOR IN-CAR CONNECTIVITY AND CLOUD SERVICES



STRATEGY IMPLICATIONS



STRATEGIC WORKFORCE CHALLENGE

SECTOR

Business Strategy

What do we want to achieve POST COVID?

Roles

What **role(s)** are critical to executing the business strategy?

Competencies

What **competencies** are required to perform these jobs?

Talent Fit

- What is our supply of talent?
- How well do incumbents meet job requirements?
- Are the most critical jobs being performed by the best talent—



Strategic Goals

Strengths



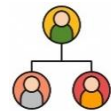
Weaknesses



Opportunities



Threats



ORGANIZATION

LEADERS NEED TO TRACK TALENT TRENDS THE SAME WAY THEY DO INDUSTRY AND CUSTOMER TRENDS



1. What **type talent** will we need to be successful
2. What will the **supply** of talent be like for your organization?
3. What will the **demand** for talent be like for your organization?



RECIPE



SWP: THE RECEIPE

Corporate
Strategy

Business
Strategy

Competitive
Advantage

Workforce
Implications

Business
Strategy

Competitive
Advantage

Workforce
Implications

Business
Strategy

Competitive
Advantage

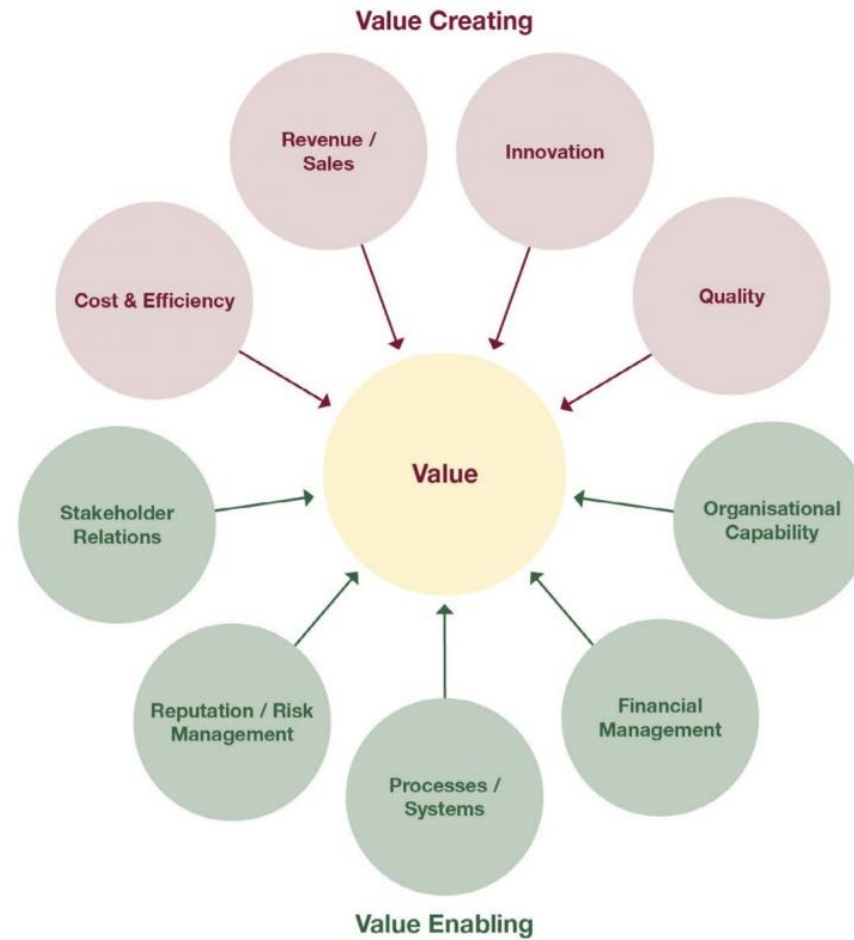
Workforce
Implications

Business
Strategy

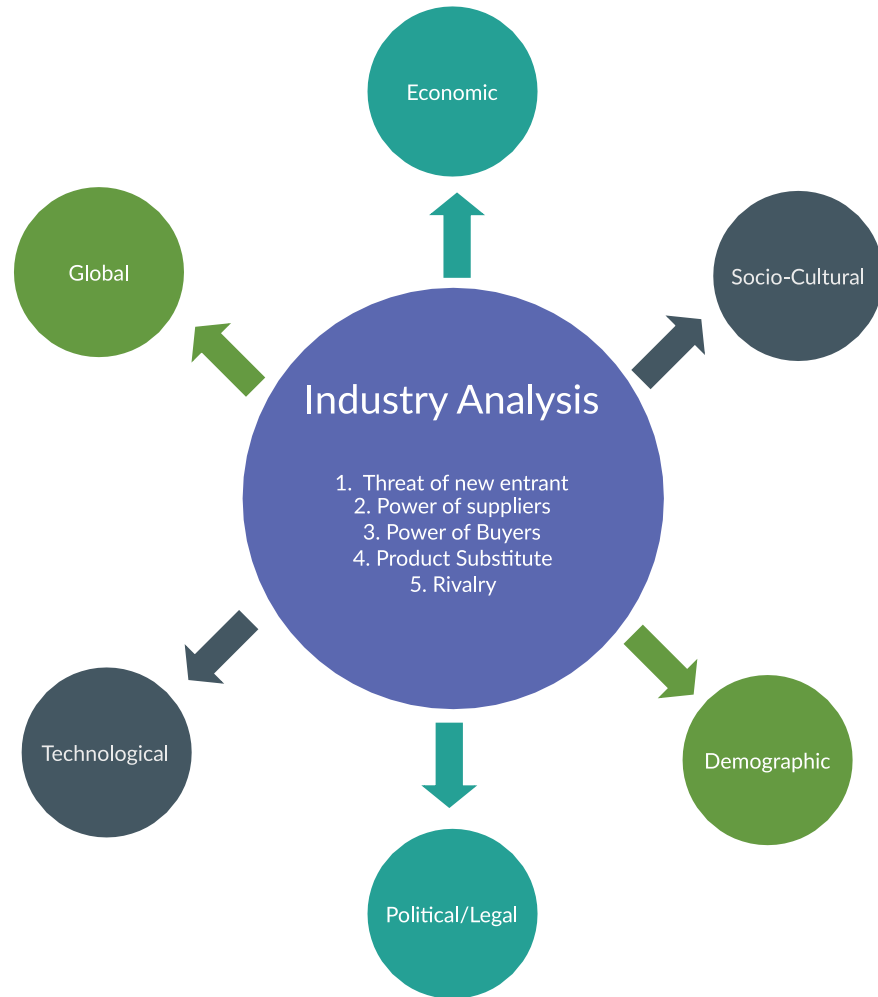
Competitive
Advantage

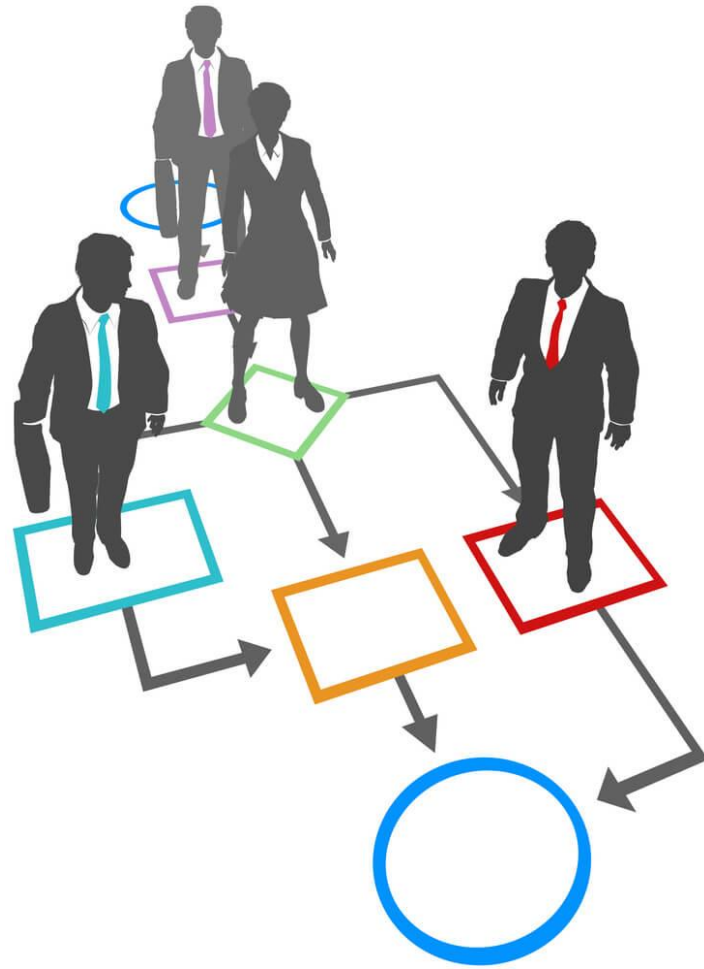
Workforce
Implications

■ The role of Strategy and its Implications

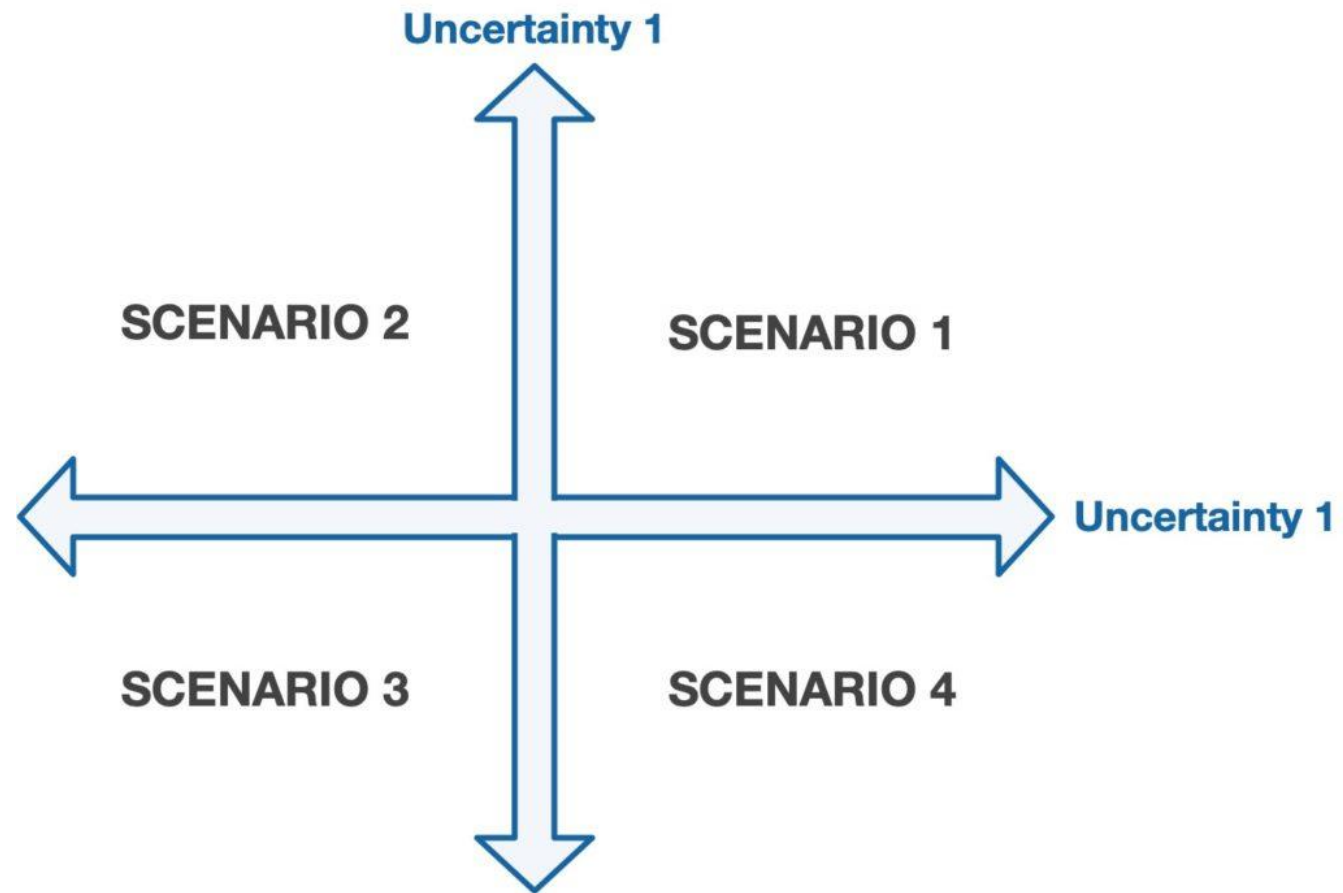


■ Critical Role Analysis





■ Current State Analysis: Workforce DNA



■ Targeted Future State

SCENARIO PLANNING

A possible Future	Something that could happen and is not impossible to imagine
A plausible Future	Something that could realistically happen and may be worth considering
A probable future	Something that may be likely to occur and may be an extension of a current reality and quite predictable
The preferred future	Where the organization would like to go
The Targeted Future	A future that may be an offset of the preferred future, but it can be realistically achieved. It can help drive gap analysis and action planning
No Change Future State [NCFS]	We will remain the same.....

Gap Analysis Process

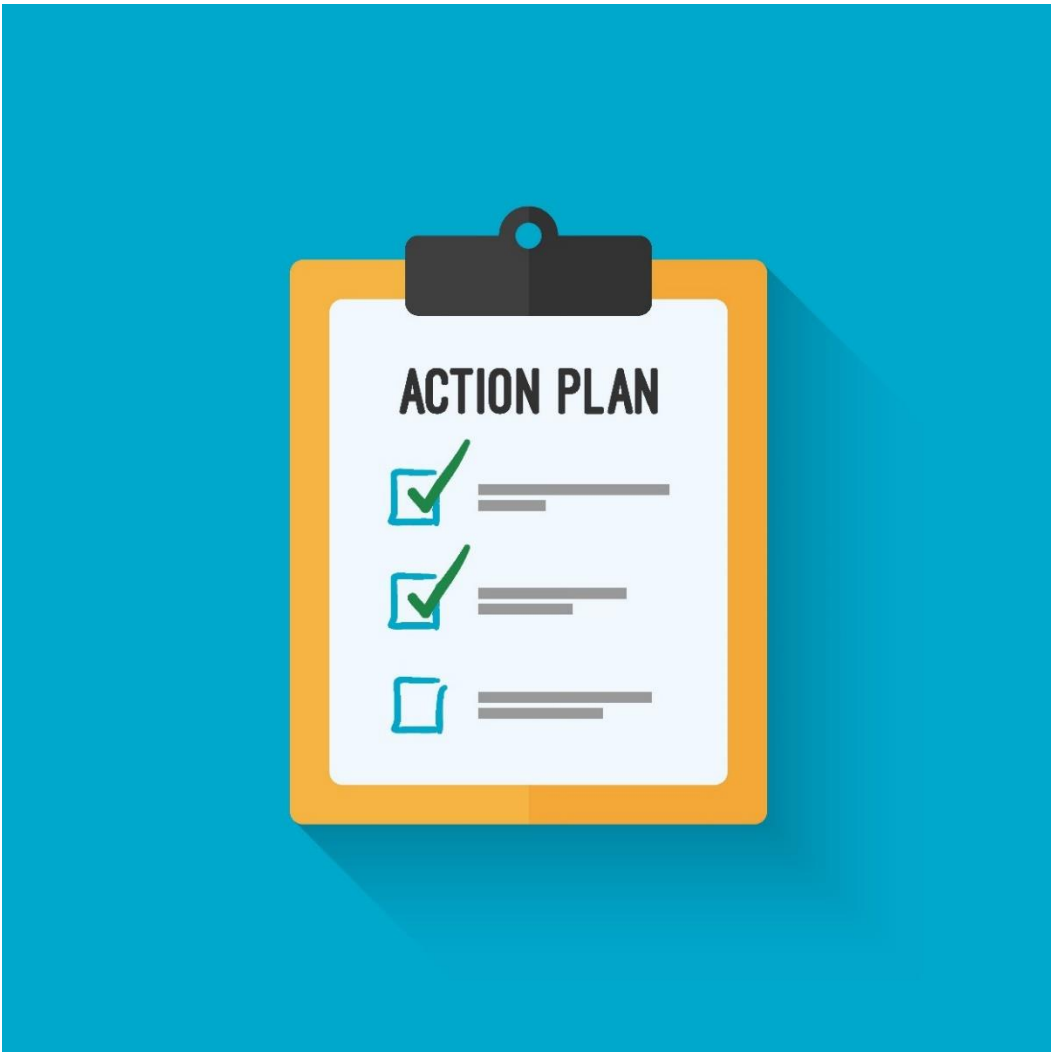
Current
State

Future
State

Gap

Improve

- Analyze the Gaps to Improve: NOW WHAT?



What is your plan??????

ACTION PLANNING OVERVIEW

Planning belongs to the SWM team; **execution** belongs to the business.

Determine a solution to close the gaps you have identified.

Engage stakeholders and resources to develop the plan.

Use proven change management techniques as you implement solutions.

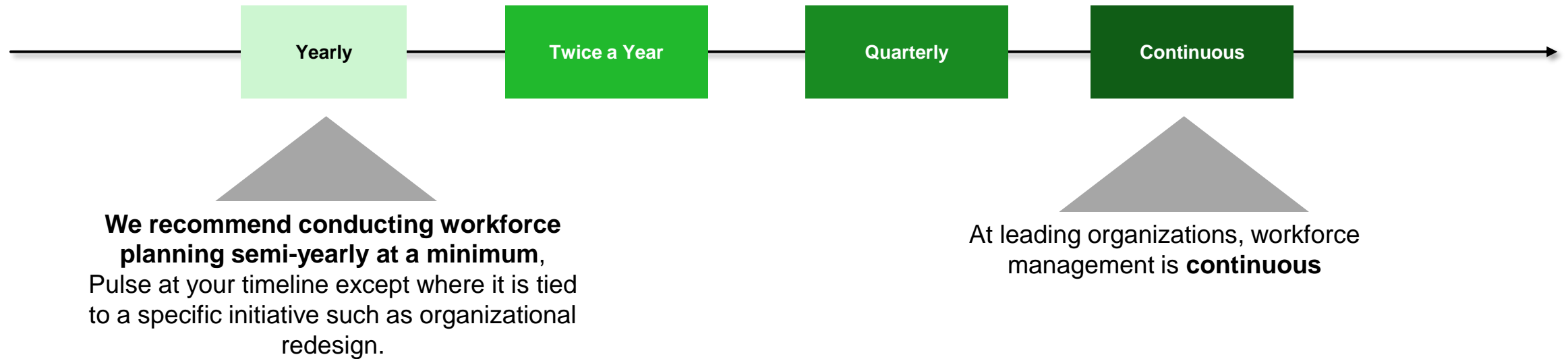
GAP ANALYSIS ACTION PLAN

Gap Dimension	Current State	Future State	Strategic Priority	Timeline
Voluntary turnover	33%	28%	High	2 nd Qtr
Talent segments	<ul style="list-style-type: none"> ▪ Outside hires – 85% ▪ Internship graduates – 10% ▪ Internal promotions – 5% 	<ul style="list-style-type: none"> ▪ Outside hires – 70% ▪ Internship graduates – 20% ▪ Internal promotions – 10% 	High	3 rd Qtr 3 rd Qtr 4 th Qtr.
Engagement	58.2	63	Medium	1 st Qtr 2022



If you build....you have to Measure and Evaluate

DETERMINE THE APPROPRIATE SECTION OF WORKFORCE MANAGEMENT FOR YOUR ORGANIZATION



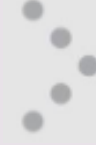
ROLE CHANGES



SKILL CHANGES



WORKER PREFERENCES



BUILD VERSUS BUY VERSUS BORROW



- Growth roles
- Stay the same roles
- Decline roles
- Move roles
- Volatile roles

- New roles
- Changes to existing roles

- Retire early
- Retire late
- Experience turnover
- Flexible working

- Internal development
- External hires
- Contingent labour

Strategic Workforce Planning on a Page

Instructions

1 Craft a concise and memorable statement that captures the essence of the strategy, and summarize the key objectives of the department's three- to five- year strategic plan.

2 Identify five to seven metrics that define your function's current and target end state.

3 List internal and external factors that are impacting the function, the five to seven key initiatives required to achieve the end state, and the key assumptions underpinning the strategic plan

STATEMENT OF xxxxxxxx

Deliver solutions that enable the organization's talent to actively contribute to, and have a positive impact on, the overall business.

STATE OF HR IN 2020

Top Five to Seven Metrics Describing the Initial State:

- Strategic Roles:
 - Competencies:
 - Gap Analysis:
- Current State
- Retention Rate for Critical Talent: 60%
 - Employee Engagement Level: 86%

Top Urgency Drivers

1. Talent Mismanagement becoming a key barrier for strategy execution.
2. Changes in the work environment have made work more collaborative and complex

Top Five to Seven HR Initiatives

1. Create an HR project pool team to provide more concentrated and timely support to line leaders and managers to execute our corporate transformation.
2. Redesign calibration process supported by HRIS upgrades.
3. Create a career partnership program to motivate and manage employees across their carrier.
4. Institute a leadership development program across all key business units and functional areas.

Top Underlying Beliefs and Assumptions

1. The organization will continue to go through an increasing number of major, enterprise-wide changes that require more collaboration.
2. The number of leaders eligible to retire in the next three years will double.

STATE OF HR IN 2020

Top Five to Seven Metrics Describing the End State

- Revenue per Employee: \$200,000
- Percentage of Diverse Leaders: 45%
- Successor Coverage for Critical Talent: 95%
- Retention Rate for Critical Talent: 85%
- Employee Engagement Level: 93%

Thank you

