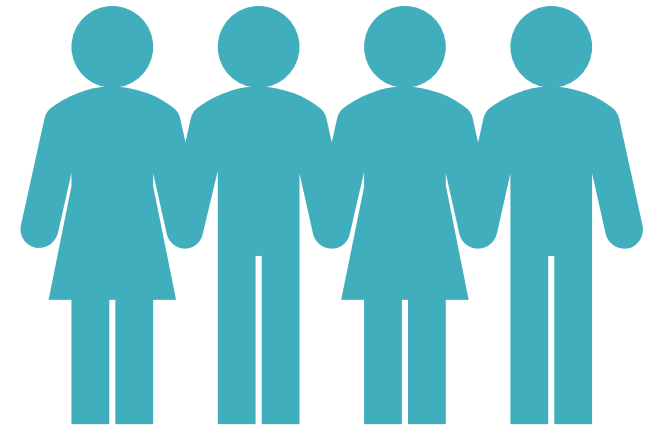


The Future of Work and the Impacts on Workforce Planning

Presented by Sarah Sheffer

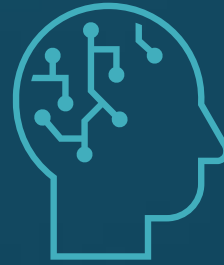


About Me

- 14 years of HR experience working in technology, healthcare and automotive
- Recently joined Ford Motor Company to build the Strategic Workforce Planning function and the Proprietor of Opportuna Consulting LLC
- Leader in designing and implementing enterprise-wide strategic workforce planning and people analytics frameworks
- Specialties include creating and implementing processes focused on both operational and strategic workforce planning, anticipating and defining future talent needs, assessing talent readiness, and identifying strategies to position future workforces for success
- Featured speaker and presenter at conferences hosted by Human Capital Institute and HR Technology Conference & Expo, as well as being included on the leadersHum Power 100 List for 2021, a Top 200 Thought Leader to Follow in 2021 by peopleHum, and recognized as one of 2020's Top 100 HR Tech Influencers by Human Resources Executive



Session Focus



Address Current and
Future Skill Gaps



Identify Opportunities to
Redeploy Talent



Use Market Data to Inform
Remote Work Strategy

Poll

How confident are you that your organization knows the current skills and capabilities of its workforce, the skills/positions they will need in the next one to-three years, and that there is a plan to effectively bridge any gaps?

Responses: Extremely Confident, Very Confident, Moderately Confident, Slightly Confident, Not at all Confident

It's Not Easy!

While future workforce planning is typically focused on external talent, immense opportunity exists within every organization's existing workforce - but knowing how to identify, build, and deploy it are questions most don't have answers for.



Insufficient data about current skills and capabilities



Lack of clarity of what skills are most important moving forward



Leaders are unclear about their role in workforce readiness



Inconsistent process for measuring workforce readiness



Inability to develop the talent already inhouse



No clear definition of "Workforce Readiness" across the business



Struggling to retain top talent



Resistance to change the culture

Analyze the gap between current and future capability requirements



Perform a current supply vs. future demand analysis for all relevant roles and tasks



Include an environmental scan and scenario planning to understand current and potential market changes, sources of talent, partner possibilities, and more



The result is a gap analysis to determine where capability gaps exist, followed by action and investment plans that leverage and/or expand your talent (build / buy / rent / borrow)

Address Current & Future Skill Gaps

Process Examples

Step	Step 1 Strategy Analysis	Step 2 Talent Segmentation	Step 3 Role Analysis	Step 4 Supply & Demand Analysis
Description	Define strategic goals and objectives	Identify the critical roles that are core to business success and difficult to recruit and develop Prioritize roles based strategic business objectives	Deconstruct work for each critical role (as prioritized) to determine the individual job tasks and skills needed	Capability review to determine current supply and future demand for critical roles
Constituents Involved	Clear direction from business leaders on organizational strategy and desired outcomes			
Output(s)	HR to review goals and thoroughly understand desired direction and outcomes			

Step	Step 5 Environmental Scanning	Step 6 Gap Analysis	Step 7 Talent Management Strategy
Description	Conduct environmental scans and scenario planning to understand current and potential market changes	For each critical role (as prioritized) determine where gaps exist in both skills and headcount	Create a plan to leverage existing resources, build (upskilling/reskilling) buy/hire/acquire, rent, or borrow talent
Constituents Involved			
Output(s)			

Strategic Workforce Planning and Skills



What questions are you trying to answer?

Supporting Internal Development



- ✓ Learning platform (LMS)
- ✓ Stretch assignments
- ✓ Tuition/education assistance programs
- ✓ Job rotations
- ✓ Structured career paths
- ✓ Rewards/recognition program in support of upskilling/reskilling
- ✓ Affiliations with higher education institutions
- ✓ Compensation programs tied to upskilling/reskilling

Incorporating Remote Work into Workforce Strategy

Deconstructing work is an effective building strategy

Use supply and demand data to identify opportunities for remote work

For talent pools in high demand in your target market(s) remote work might be a viable option to tap into high-quality talent in less competitive markets

Keep tabs on whether your company's talent is moving with or against the current

Benchmark your competition and continually monitor which skills are emerging

Leverage much wider, more diverse talent sources beyond traditional full-time and part-time employees





Cohesive Talent Model

Appeal to a Diverse Workforce



**CLEAR
PURPOSE**



**MODERN
CULTURE**



**STRONG
EMPLOYER
BRAND**

Conclusion

Right now, all we *can* do is prepare ourselves for a workforce and recruiting landscape unlike any we've ever known. Employers will need to:

