

Lockheed Martin Plans for Roles AND Skills

Human Capital Institute

Mapping Your Future Workforce with Strategic Workforce
Planning

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Today's Presenters



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Workforce Planning: By Job Roles or Skills?

Some of the reasons organizations currently do not plan by skills...

“My organization is struggling to get from overall headcount to job roles; planning by skills would be even harder”

“We don’t know what skills our employees have except based on the job they are in”

“We plan by headcount and cost of workforce – how do we ‘cost out’ our demand for skills?”

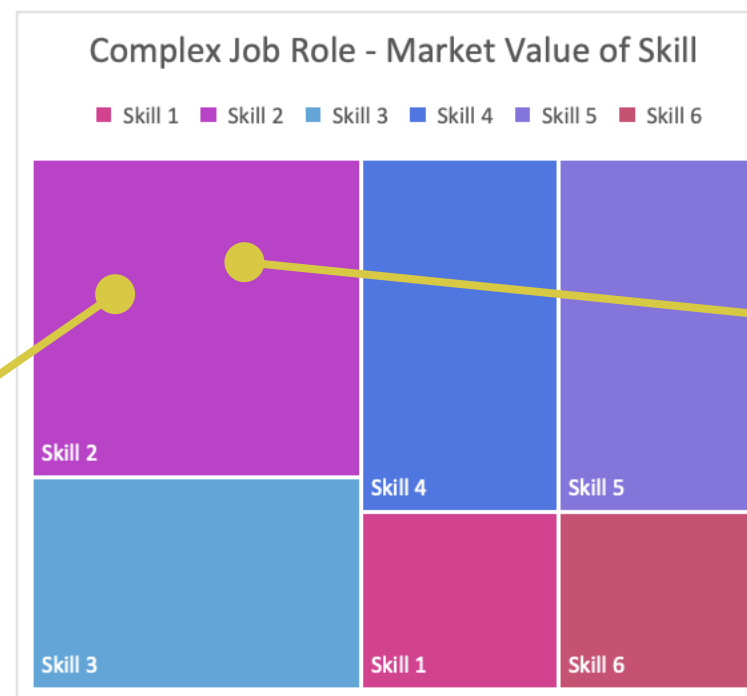
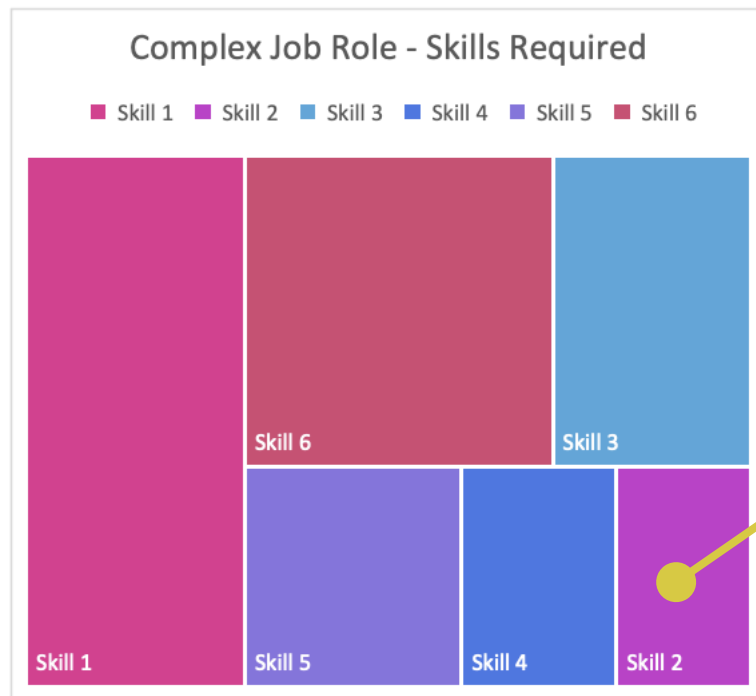
“How do you validate employees’ skills?”

“We know we have skills gaps, but how do we quantify what our critical skills gaps are and what business risk the gap causes?”

“A huge part of workforce planning is predicting attrition. But how do we know how many skills we’ll lose through turnover and retirement?”

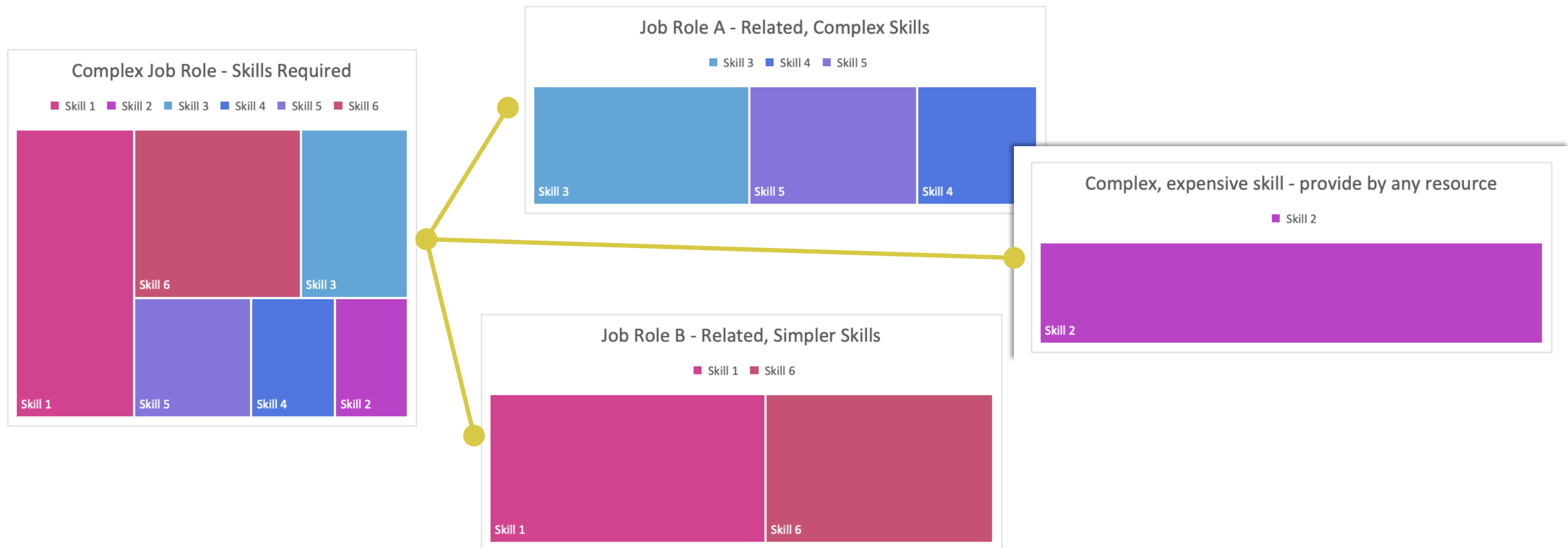
Planning and Hiring by Job Role – Does this Picture Fit the Future of Work?

- Many job roles consist of multiple skills
- A complex skill (e.g., AI) may represent a fraction of the work the job role does
- The same skill may represent the highest market value of all skills within the role
- The same skill may represent the hardest skill to develop



Illustrative Future State

- What if we unbundled some job role-based demand requirements to create less complicated roles and handled scarcer, more expensive skills outside of the role context?



Why Should You Tackle Something This Large in Scope

You need to know the current key skills and future critical (strategic) skills to deliver business objectives

- If there is a shortage of current key skills, you will not achieve top-line operating objectives
- If there is a surplus of current key skills, you will not achieve affordability objectives
- If there is a shortage of future critical skills, you will not adapt to changes in market
- If there is a surplus of future critical skills, there is a potential for dysfunction

How Do You Tackle Something This Large in Scope

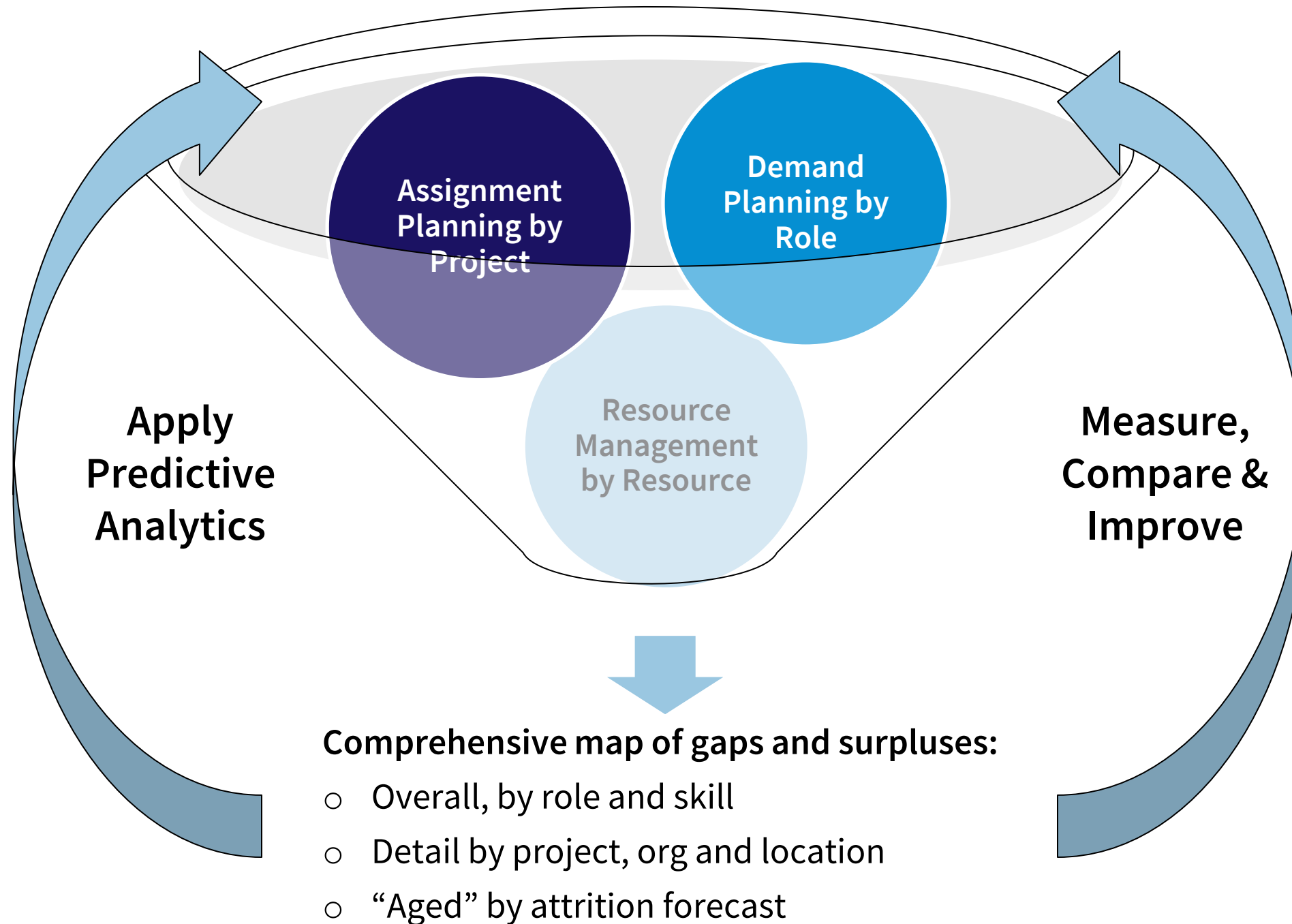
The Problem

- You don't hire skills, you hire people
- For many businesses, job role taxonomy is established and influenced by other criteria
- Fast moving businesses have a hard time taking the time out to redo their entire job taxonomy and conducting / validating a skill inventory of all resources

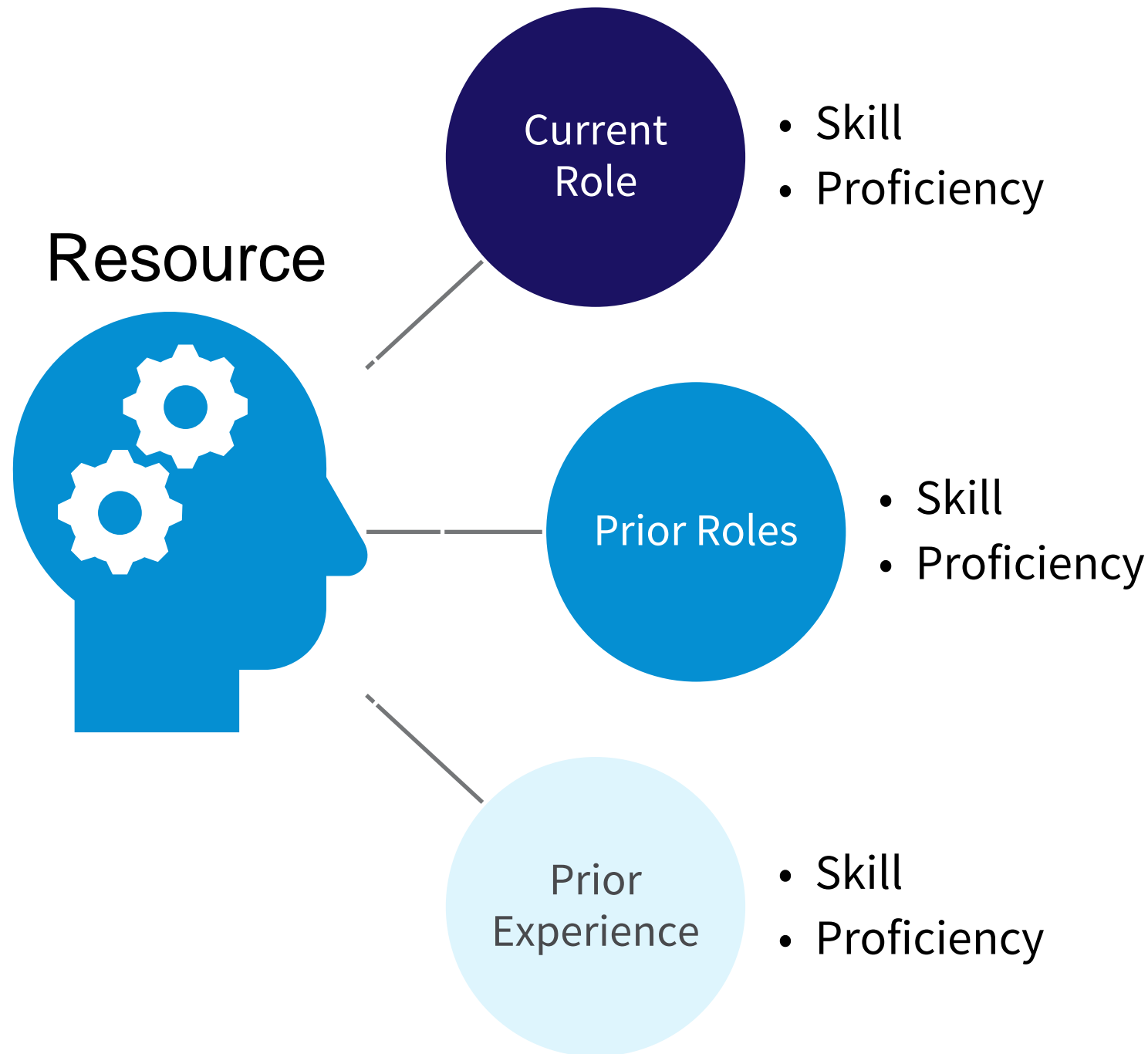
The Solution

- Evolution vs revolution
- Workforce planning by job role sets the regular measurement framework to guide hiring, attrition management and reduction
- Resource management allows organization to evolve on highly regular cadence
 - Near real time capture of work assignment requirements by job role, skills, location, other characteristics
 - Measure gaps and surpluses by job role and skill
 - Evolve/adapt the workforce planning measurement system to capture resource management input loop

Planning for Roles & Skills



How Do You Plan for Both Roles and Skills?



Evaluate skills holistically to the individual as well as to the role.

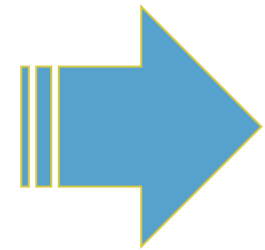
Broad leader engagement and involvement are key.

How Do You Evaluate Skills Gaps?

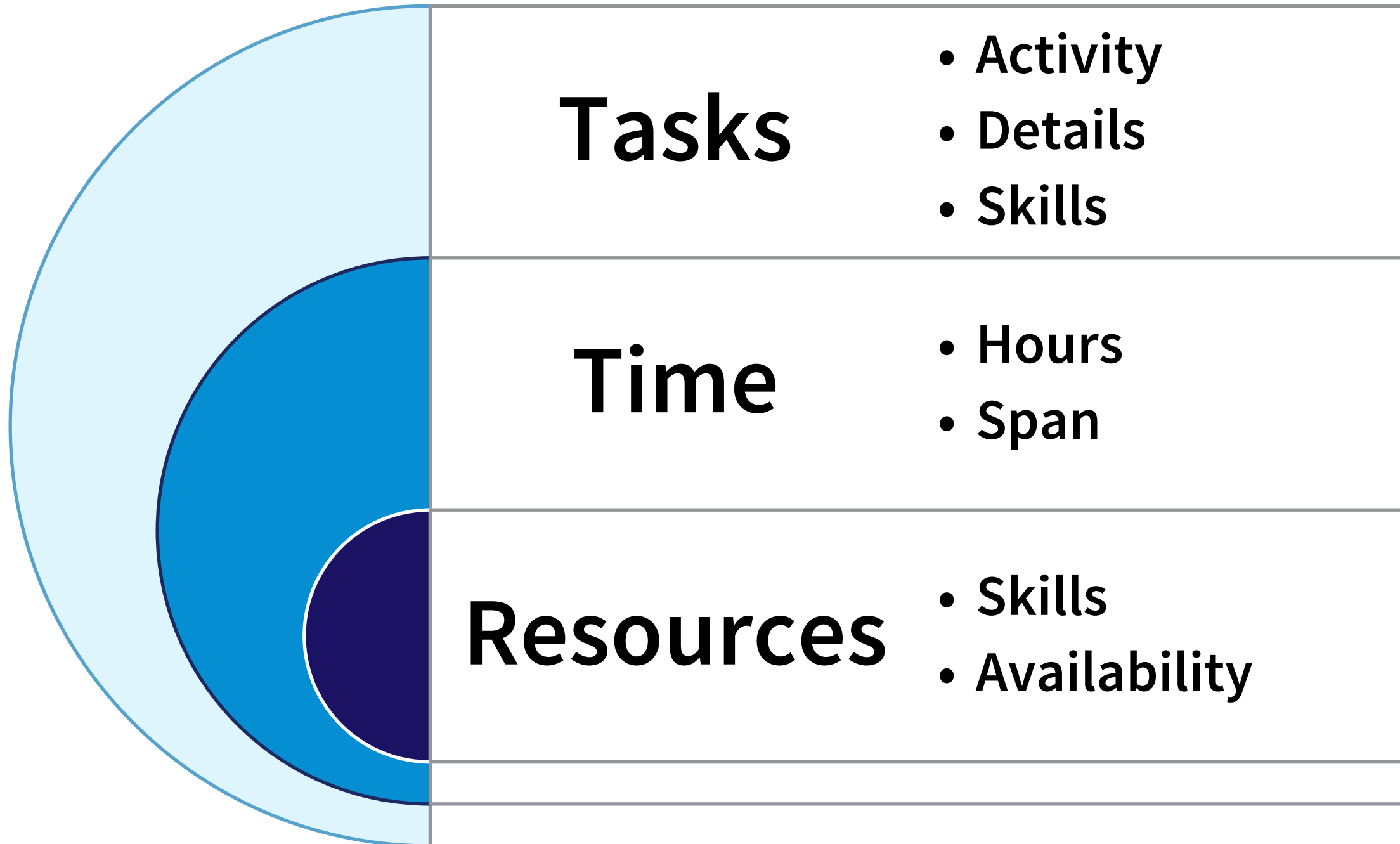
Conduct gap analysis

- Skills **MET**: resource has the identified competency in skills required by project assignments
- Skills **GAP**: resource has not identified competency in skills required by project assignments

Skill Type, Complexity, and Time Horizon Matter



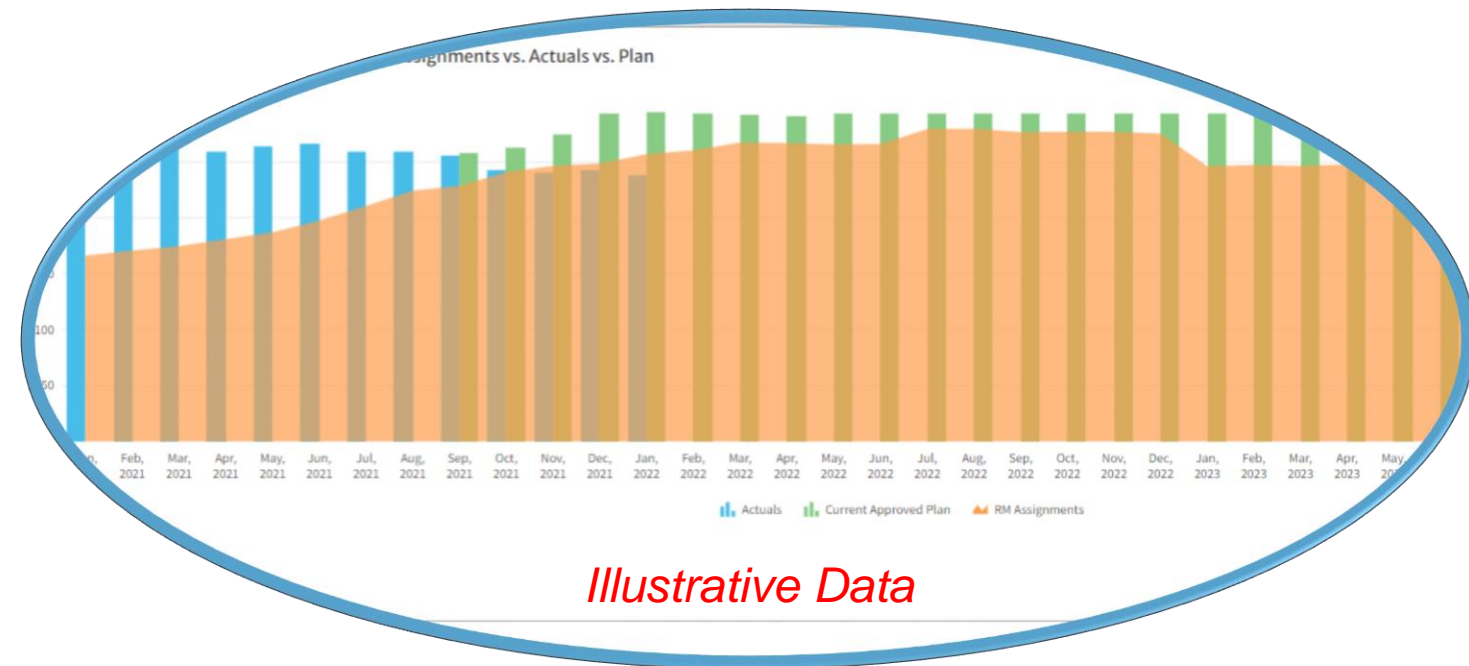
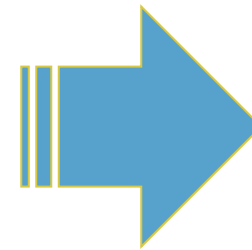
How Do You Identify the Right Number and Types of Roles in a Complex Organization?



Use this structure to create a comprehensive plan for the business

Measure, Compare, and Improve to Increase Utilization

- Measure Resource Management FTE required for firm projects, high potential projects and scenario plans
- Compare to actual resourcing and balance affordability and capacity for growth



Thank you!

ADDITIONAL DISCUSSION