

Strategic Workforce Planning – applications of latest research

PRESENTERS:

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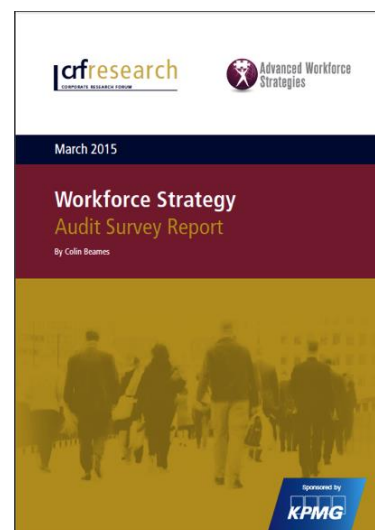
Richard Cleverley, Global Head of Talent & Development, Thomson Reuters

Michael Brennan, Head of Resourcing, BAE Systems

What is strategic workforce planning and why should we do it?

"HR thinks about people too much and work too little" Wendy Hirsh.

- Strategic workforce planning enables organisations to manage their most important asset, people. The strategic workforce plan (SWP) creates the foundation for day-to-day talent management, forecasting and future planning.
- The SWP should be driven by the business strategy. HR acts as the catalyst and enabler for the SWP but it must be owned by the business.
- An understanding of the business strategy and brand enables an understanding of the roles required to deliver the strategy.
- Segment roles on the basis of skills value versus skills uniqueness to identify:
 - make roles: criticals, specialists;
 - buy roles: professionals, skilled / semi skilled and doers.
- Define the Psychological Contract for the segmented roles and develop Employee Value Propositions (EVP) for roles. EVP comprise tangibles and intangibles. Remember EVP are about what the organisation is offering, not necessarily what the employee wants. Any significant items should be identified within the job description.
- Develop cost of turnover models for the roles within your organisation. Cascio provides a good baseline with a range of 0.5 for 'Doers' to 3 for 'Critical' roles. This is a useful tool for generating interest in the SWP with your board.
- Consider what is important and what you can actually control. When considering turnover remember push factors account for 60% of turnover, pull 20% and personal 20%. Boards assume they can control only 30% of turnover but in reality it is at least 60%.
- Develop HR policies based on skills segmentation, EVPs and cost of turnover.
- Effective management of this combined data model is critical to HR exerting more influence and operating more strategically within the organisation.
- Organisations with different business strategies for different business units will require customised workforce strategies for each business unit.



Insights from Thomson Reuters: Richard Cleverley, Global Head of Talent & Development, Thomson Reuters



THOMSON REUTERS

Richard Cleverley set out the key challenge facing Thomson Reuters in developing a strategic workforce plan; too much data that doesn't generate the insights the business needs or enable the business to look forward.

To overcome this issue, Thomson Reuters created an analogy to de-politicise and de-sensitise the issues based on the construction of the Shard. The key lessons from this approach are:

- Analogies should resonate and be simple.
- Use analogies to help break through blocker questions.
- Use analogies selectively and when needed in discussions with the business.
- Develop multiple analogies to reflect different activities within the business and the different ways people like to think within the business.

Insights from BAE Systems: Michael Brennan, Head of Resourcing, BAE Systems

BAE SYSTEMS

Michael Brennan shared the approach he is driving to develop a strategic workforce plan for BAE Systems for the next 10 years, and the internal and external challenges they face.

- Consider demand from a skills / role perspective, not a numbers (head count) perspective.
- Be careful about the number of skills / roles considered critical. Have a clear definition of a critical role and ensure this is linked to revenue generation.
- Ask the question, why are you undertaking initiatives such as education programmes? Ensure you set clear objectives linked to the SWP.
- Senior management buy-in is critical to the success of the SWP. Plan how you will achieve buy-in.
- Consider external demand factors when forecasting and develop long-term supply strategies that will avoid robbing the supply chain of talent. Consider industry wide initiatives and alliances to develop the talent pool.

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