

Strategic Workforce Planning (SWP) - Planning for today and the future of your business

Asghar Jameel

Discussion Points



Future of Workforce



Strategic Workforce
Planning



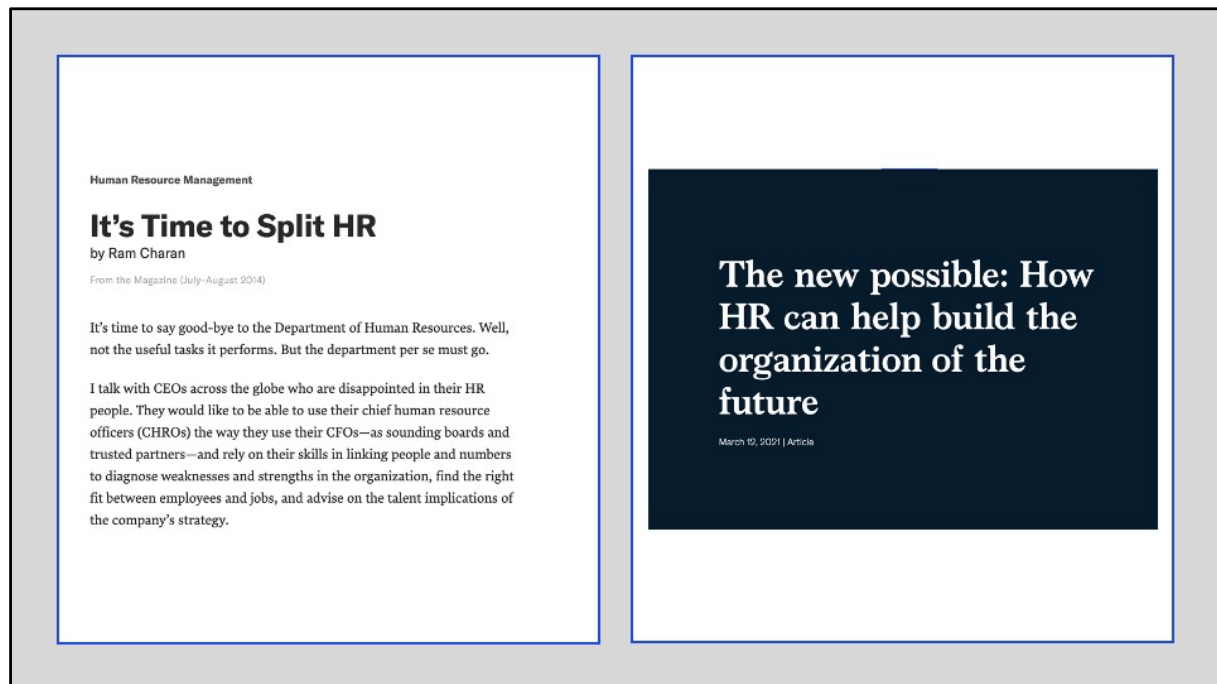
Initiating SWP



Gap Closure –
Reskilling & Upskilling

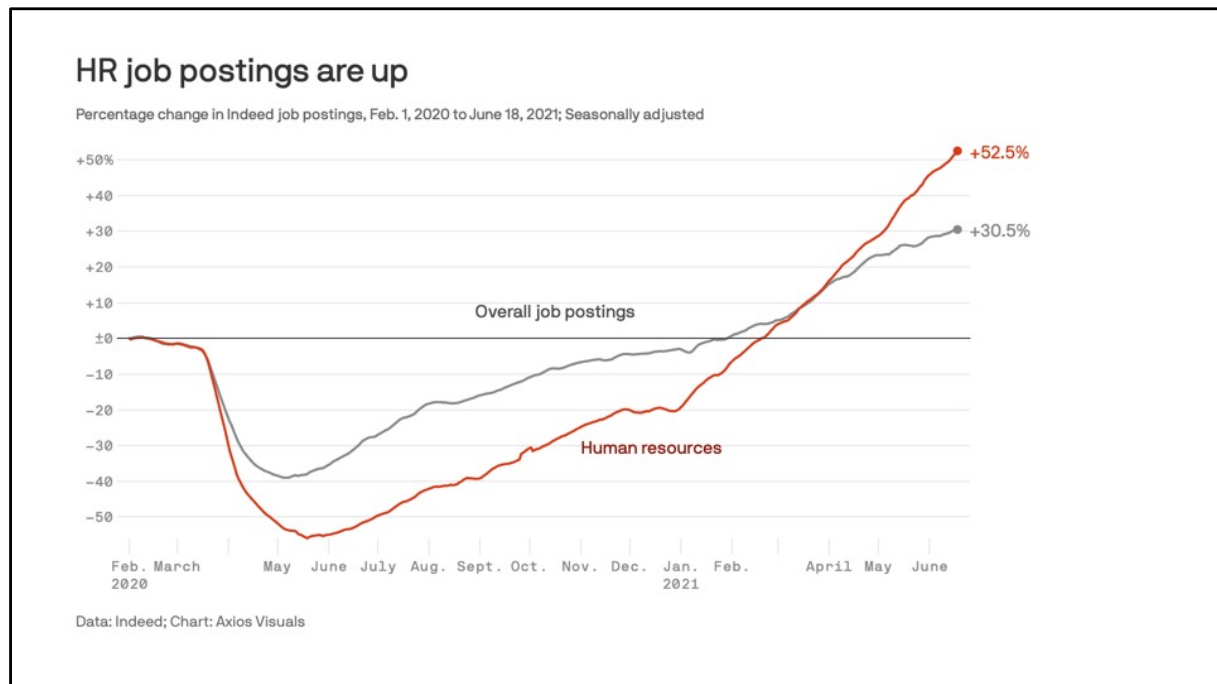


Gap Closure –
Talent Acquisition



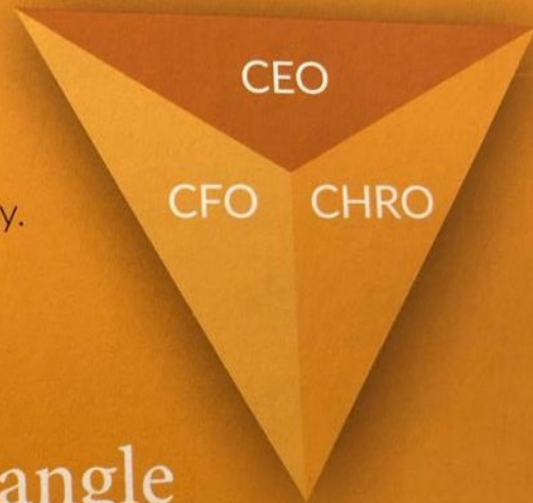
<https://hbr.org/2014/07/its-time-to-split-hr>

<https://www.mckinsey.com/business-functions/organization/our-insights/the-new-possible-how-hr-can-help-build-the-organization-of-the-future>



https://www.axios.com/human-resources-job-postings-increase-d169fbf7-aa5a-45b9-8146-7287b34acd24.html?utm_campaign=organic&utm_medium=socialshare&utm_source=email

These three roles—the CEO, CFO and CHRO—form the “golden triangle” in the company. Working well together, these three individuals can mobilize an organization faster.



The Golden Triangle

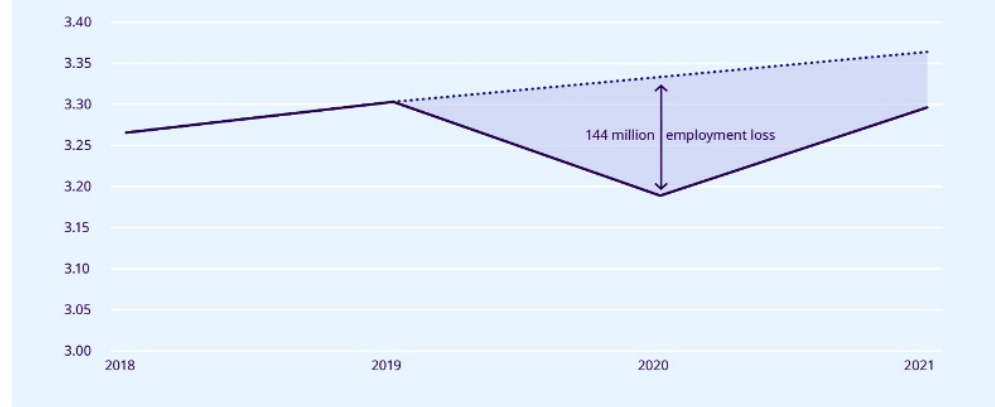
Picture taken from "Move, CEO's Playbook for capturing value" by Sandy Ogg

Book: Talent Wins – Ram Charan

Future of Workforce

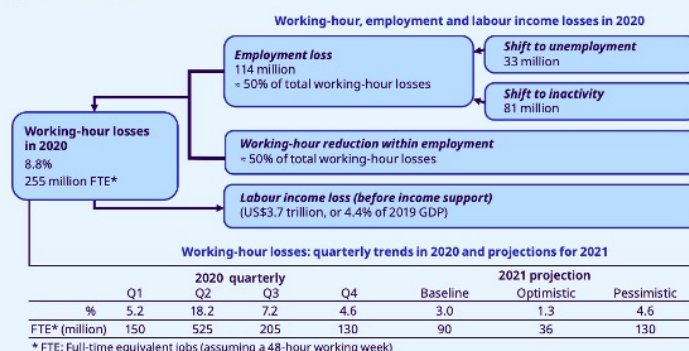
- Employees
- Employers
- Governments

► **Figure B1. Global employment loss relative to the “no pandemic” scenario, 2018–21**
(employment: billion people)



ILO Report

► Figure 1. Estimates of the working hours, employment and labour income lost in 2020, and projections for 2021



1 Assuming a 48-hour working week. See Technical Annex 1 for more details on the use of full-time equivalent jobs in these estimates. Employment losses are transformed into working hours using the actual number of hours worked, while FTE estimates use 48-hour working weeks.

Microsoft launches next stage of skills initiative after helping 30 million people



Start here >

Use these learning paths to get skills for in-demand jobs to start reshaping your career now



The next phase >

Expanding our work and vision: A new commitment to build a more inclusive skills-based economy



Career Connector >

Helping connect 50,000 job seekers to tech and tech-enabled careers across our ecosystem



Hiring for the future >

LinkedIn aims to help create alternative, flexible and accessible paths to well-paying jobs



Skills Path >

Pilot program helps companies evaluate job candidates in a more equitable way

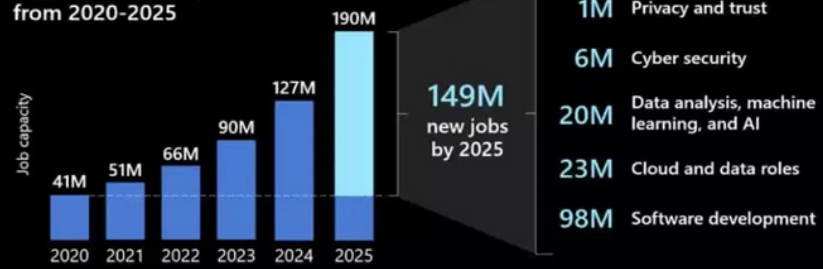
Join us: Job seekers, nonprofits and governments

This initiative will bring together every part of our company, combining existing and new resources from LinkedIn, GitHub, and Microsoft.

<https://news.microsoft.com/skills/#cover>

The Great Lockdown will accelerate digitization

Digital job capacity
from 2020-2025



Career Exchange

powered by  eightfold.ai

Supported by McKinsey & Company

Helping unemployed individuals
connect with the right jobs

[Join Us Now](#)

2 Million+
Job Openings

Across
US and Canada

All
Seniority Levels

Part Time,
Full Time, Internships

WEF : Closing the Skills Gap : Country Accelerators

Pakistan

Kicked-off in July 2019 in collaboration with the Punjab Skills Development Fund, the Closing the Skills Gap Accelerator has engaged more than 30 of the largest employers in Pakistan. Representing the country's leading industries, these companies are mapping sector-level emerging and declining roles and the skillset associated with them. They will then create and support sectoral, public-private incubators to create an adequate pipeline of talent for Pakistan's future of work. Over the next 3 years, the Accelerator aims to engage 200 large companies and 300 SMEs across the 10 selected priority sectors, representing approximately 3 million workers.

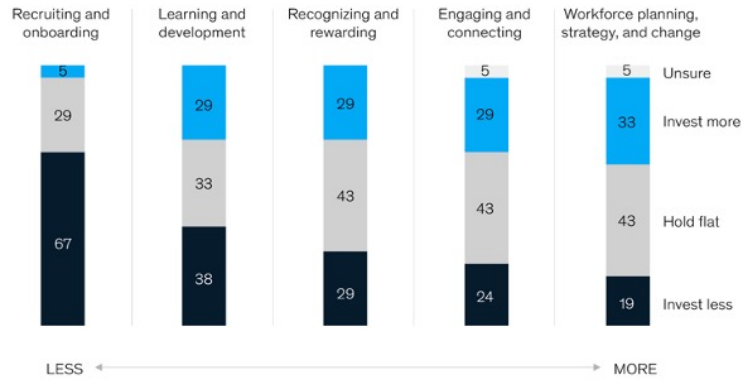
United Arab Emirates

Launched in November 2019, the United Arab Emirates Closing the Skills Gap Accelerator brings together the leading Emirati and international businesses active in the country with the coordination of the Ministry of State for Higher Education and Advanced Skills. The Accelerator is built around two main pillars: (1) the creation of national and international platforms to highlight skills gap and formulate new business models and practical tools to steer education and training in line with future changes; (2) collaboration between the government and private sectors, as well as civil society and education and training institutions in the UAE, to establish a comprehensive vision to close the skills gap in the country.

World Economic Forum Website

Strategic Workforce Planning

Expected HR-activity investment for next 12 months, % of respondents¹



¹Question: What are your expectations for how HR will invest over 5 categories in next 12 months? Survey of chief officers and functional leaders across industries; n = 195. Figures may not sum to 100%, because of rounding.

McKinsey
& Company

“A Players” or “A Positions”?: The Strategic Logic of Workforce Management

by Mark A. Huselid, Richard W. Beatty, and Brian E. Becker

From the Magazine (December 2005)

	A Position STRATEGIC	B Position SUPPORT	C Position SURPLUS
DEFINING CHARACTERISTICS	Has a direct strategic impact AND Exhibits high performance variability among those in the position, representing upside potential	Has an indirect strategic impact by supporting strategic positions and minimizes downside risk by providing a foundation for strategic efforts. OR Has a potential strategic impact, but exhibits little performance variability among those in the position	May be required for the firm to function but has little strategic impact
Scope of authority	Autonomous decision making	Specific processes or procedures typically must be followed	Little discretion in work
Primary determinant of compensation	Performance	Job level	Market price
Effect on value creation	Creates value by substantially enhancing revenue or reducing costs	Supports value-creating positions	Has little positive economic impact
Consequences of mistakes	May be very costly, but missed revenue opportunities are a greater loss to the firm	May be very costly and can destroy value	Not necessarily costly
Consequences of hiring wrong person	Significant expense in terms of lost training investment and revenue opportunities	Early easily remedied through hiring of replacement	Early remedied through hiring of replacement

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HBR Article

Workforce Planning – Time Horizons



GAP PREVENTION – SWP - 3-5
YEARS



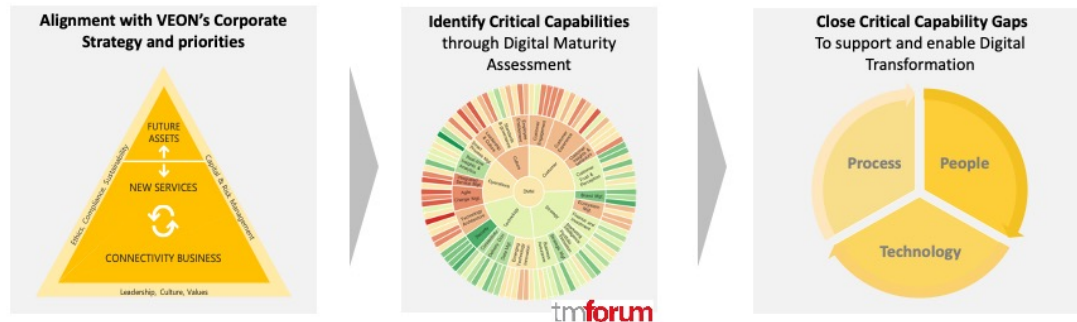
GAP CLOSURE – OWP – 12
MONTHS



GAP PLUGGING – IMMEDIATE
/ TACTICAL MANAGEMENT

Initiating SWP

OUR OVERALL STRATEGIC WORKFORCE PLANNING APPROACH



This was originally presented by VEON Group Chief People Officer at 2020 Annual TM Forum conference under the title of VEON digital maturity journey.

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DIGITAL TRANSFORMATION IS ACHIEVED THROUGH THREE LEVERS



Dimensions of Organizational Transformation



Project deliverables across the three dimensions of transformation

Technology

- Critical technology transformation needs identified
- Transformation support through TM Forum membership



Process

- Organizational health diagnosis
- Process and activity re-design
- Roles and responsibilities reviewed and adjusted to the changing nature of work



People

- Analysis of the talent makeup of Critical capability areas
- Roles- and skills-gaps identified
- Learning paths developed to enable „evolutionary“ and „transformative“ reskilling initiatives



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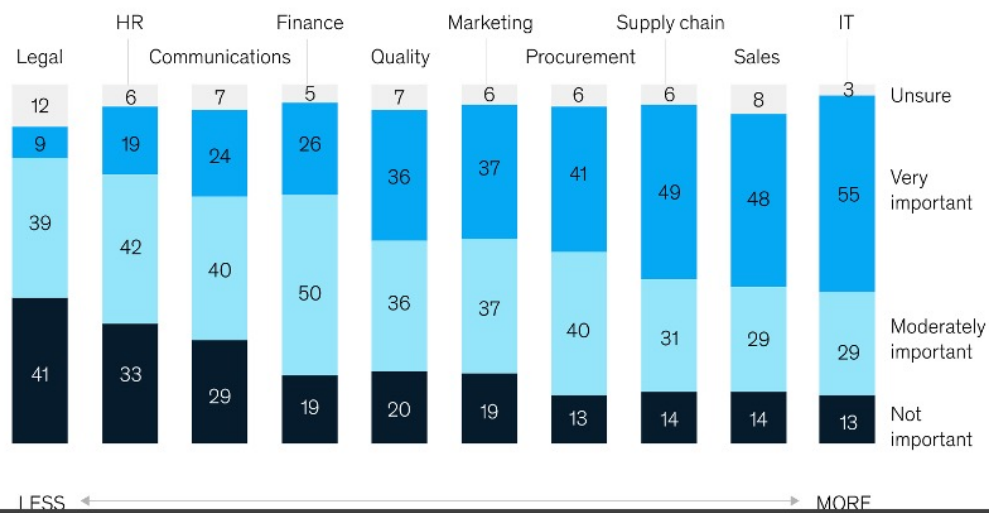
This was originally presented by VEON Group Chief People Officer at 2020 Annual TM Forum conference under the title of VEON digital maturity journey.

Gap Closure Reskilling & Upskilling

20

Leaders say reskilling is very important, but they are focusing on certain areas.

Reskilling importance by function, % of respondents¹



<https://www.mckinsey.com/business-functions/organization/our-insights/hr-says-talent-is-crucial-for-performance-and-the-pandemic-proves-it>

01

**Roles
Inventory**

02

**Skills Mapping
(Current and
Future Needs)**

03

**Skills
Assessment by
Managers**

04

**Analysis of
Existing Skills
Gaps**

05

**Gap Closure
Strategy
Execution**

Skills Gap Closure – 5 Steps

Business Function – New-Age Skills Utility



SKILL CLUSTER	Core Skills & Competencies	Role A	Role B	Role C	Role D	Role E
Financial Management	Financial Services Management, Strategic Financial Planning, Financial Systems Management, Financial Accounting, Financial Analysis, Payments Management, Financial modelling, Accounting, Budgeting, Variance Analysis					
Business Development	Customer Relation Management, Business Development, Customer Retention, Account Management, Lead Generation, Sales Management, Stakeholder Management, Sales Lifecycle Planning & Execution, Pre/Post Sales Support					
Strategic Growth Management	Strategic Growth Planning, Revenue Growth Management, Program Management, Project portfolio Management, Marketing Strategy, Strategic Business Planning, Strategic Partnerships, Content Strategy, Marketing management, Performance Analysis					
Information Technology & Services Management	IT service management, IT service delivery, Project portfolio management, Process Engineering, Data Analytics, Troubleshooting, Software proficiency, Programming skills, Digital Marketing, Requirements Analysis					
Operations Management	Budget operations, Operations Management, Cross-functional team management, Vendor Management, Management Consulting, Performance Management, Planning and Forecasting, Revenue Operations Management					

Priority Level

Low

Medium

High

Very High

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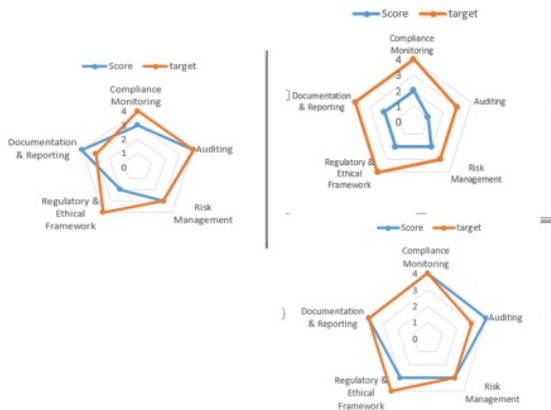
23

Team Snapshots



		SCALE						
		UPPERLINE		MATCHES		EXCEEDS		N/A
SKILL CLUSTER	Core Skills & Competencies	Role 1	Role 2	Role 3	Role 4	Role 5	Role 6	Role 7
Auditing	Monitor operational, IT & financial Auditing, Audit Recommendation, Audit Testing, Risk Assessment, Audit Reviews, Root Cause Analysis, Domain Interviews, Internal Controls Evaluation, SOX Implementation, Audit Program Governance and Management	EXCEEDS	UPPERLINE	N/A	EXCEEDS	MATCHES	MATCHES	MATCHES
Compliance Monitoring	Develop Compliance policy, Recommend & Implement compliance changes, Conduct Compliance & due-diligence, CMF Framework, CEN/ISO Standards, Quality Assurance, Group Supervision	EXCEEDS	MATCHES	UPPERLINE	MATCHES	MATCHES	UPPERLINE	UPPERLINE
Risk Management	Risk Identification & Assessment, Fraud Investigations, AML Investigation, Business Process Improvement, Enterprise Risk Management, Forensic Management	MATCHES	UPPERLINE	MATCHES	MATCHES	UPPERLINE	MATCHES	MATCHES
Regulatory & Ethical Framework	Regulatory Compliance, Develop Ethics Framework, Legal policy & Procedure Drafting, Ethic Audit, Assessing ethical and regulatory controls	UPPERLINE	UPPERLINE	UPPERLINE	MATCHES	MATCHES	UPPERLINE	UPPERLINE
Documentation & Reporting	Data Collection & Analysis, Reporting, Prepare Audit & Investigation Reports, Track Investigation progress, Analytical Reporting, Audit Trails, Process Realignment	MATCHES	UPPERLINE	MATCHES	UPPERLINE	UPPERLINE	EXCEEDS	EXCEEDS

CUSTOMIZED DEVELOPMENT PLANS

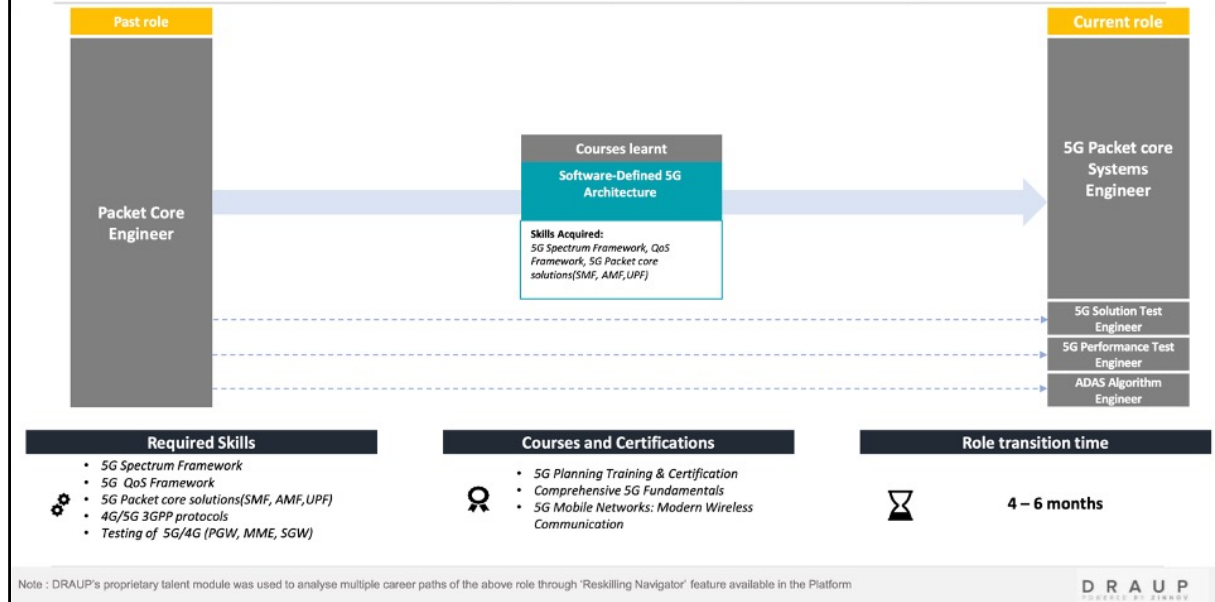


- LEARNING**
 CISM Cert Prep: 2 Information Risk Management (1 week)
- COURSERA**
NYU TANDON SCHOOL OF ENGINEERING
 Real-Time Cyber Threat Detection and Mitigation (6 weeks)
- GUIDED PROJECT**
 Data Manipulation and Business Analysis using Spreadsheets (1 week)
- ILLINOIS**
 Auditing II: The Practice of Auditing (5 weeks)
- COURSERA**
CERTNEXUS
 Create and Lead an Ethical Data-Driven Organization (3 weeks)
Deadline: June

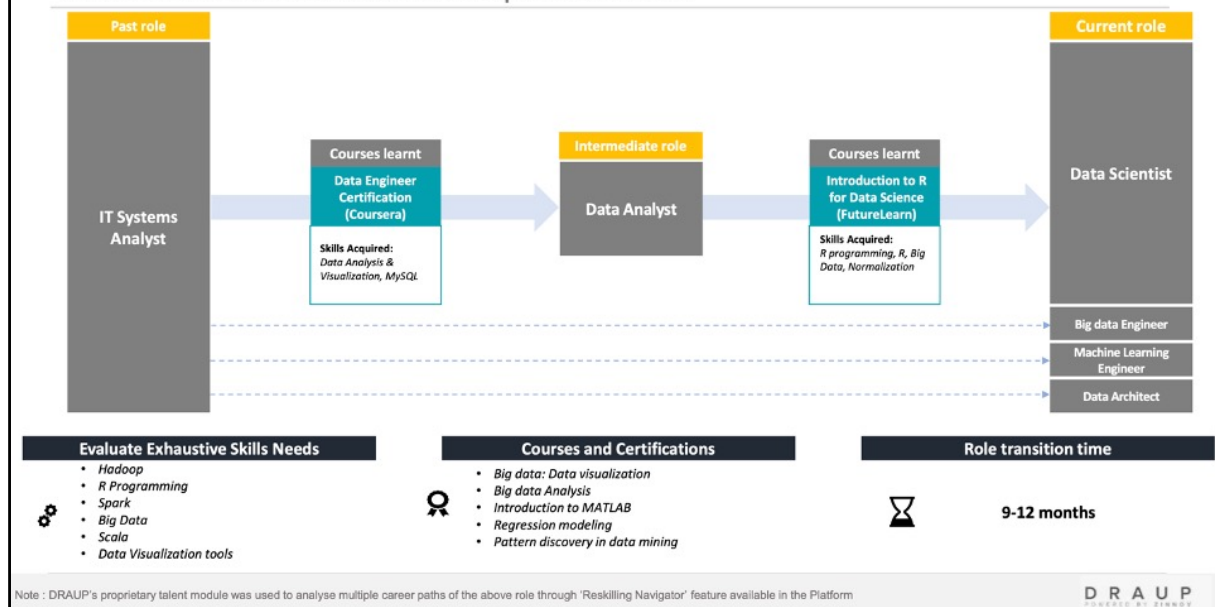
Individual learning paths to support employees' upskilling journeys were mapped using **Draup's** services.



1. Evolutionary Reskilling: Case study for Packet Core Engineer: Traditionally critical role “Safety engineer” is transforming into a digital “5G Packet Core Engineer” role, thus creating need for reskilling

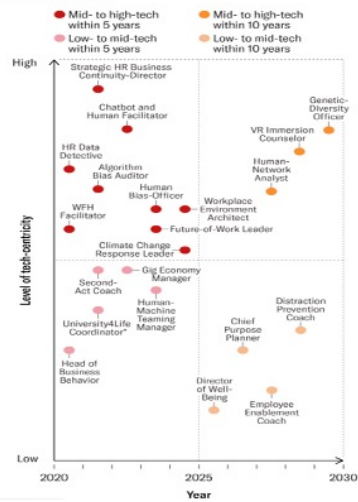


2. Transformatory Reskilling: Case study of 'Data Scientist: Skill gap analysis shows that an IT Systems analyst can be reskilled to Data scientist Job role in a span of 9-12 months



21 HR Jobs of the Future

How nearly 100 CHROs, CLOs, and VPs of talent and workforce transformation envision HR's evolution over the next 10 years.



HBR Article

Gap Closure – Talent Acquisition

Gap Closure Strategies: 6Bs Model

- Buy
- Build
- Borrow
- Boost
- Bind
- Bounce

Talent Platforms



**MARKETPLACES FOR
PREMIUM TALENT**



**MARKETPLACES FOR
FREELANCE WORKERS**



**PLATFORMS FOR
CROWDSOURCING
INNOVATION**



**INTERNAL TALENT
MARKETPLACES**

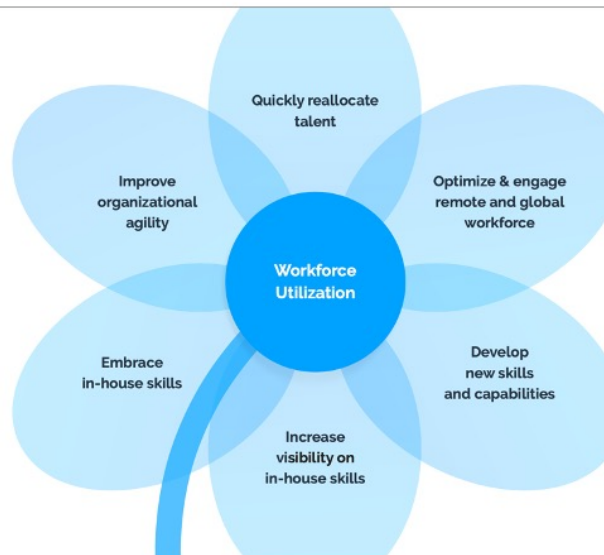
<https://hbr.org/2020/11/rethinking-the-on-demand-workforce>

<https://www.fieldglass.com/solutions/contingent-workforce-management>



<https://joshbersin.com/2020/07/talent-marketplace-platforms-explode-into-view/>

Workforce Opportunities in Times of Economic Uncertainty



Learn more and book a demo at www.gloat.com

Expand Teams with Access to In-House Skills

Gloat equips organizations with the visibility needed to find the right people for all types of vacancies - in a fraction of the time usually needed within their internal talent pool.



Gloat helps us to create a Unilever that is agile, with frictionless access to skills and talent.



Jeroen Wels, EVP HR
Unilever



Data Analysis Landscape Assessment

Created by Kevin Jones

Notes

IT Manager	3 weekly hours	✓
Development Team Leader	6 weekly hours	✓
Payroll Manager	2 weekly hours	

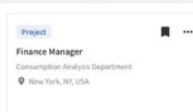
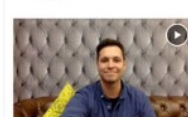
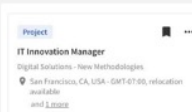


NYC Community Outreach Group

4 weekly hours

The outreach group provides the IT support from the simplest tasks to complex support, ensuring the group is always up-to-date and prepared for any challenges that may arise. The group also provides the support and training needed to ensure the group is always up-to-date and prepared for any challenges that may arise.

Unilever



<https://www.myhrfuture.com/digital-hr-leaders-podcast/2021/3/2/how-unilever-has-created-a-culture-of-internal-talent-mobility>

Asghar Jameel is a thought leader in Talent Management and People Operations filed. You can follow him on LinkedIn and read his latest book at; www.islamiclabourcode.org

