

Workforce planning to support business agility

Dr. Wendy Hirsh, Principal Associate



@EmploymentStudies @wendyhirsh

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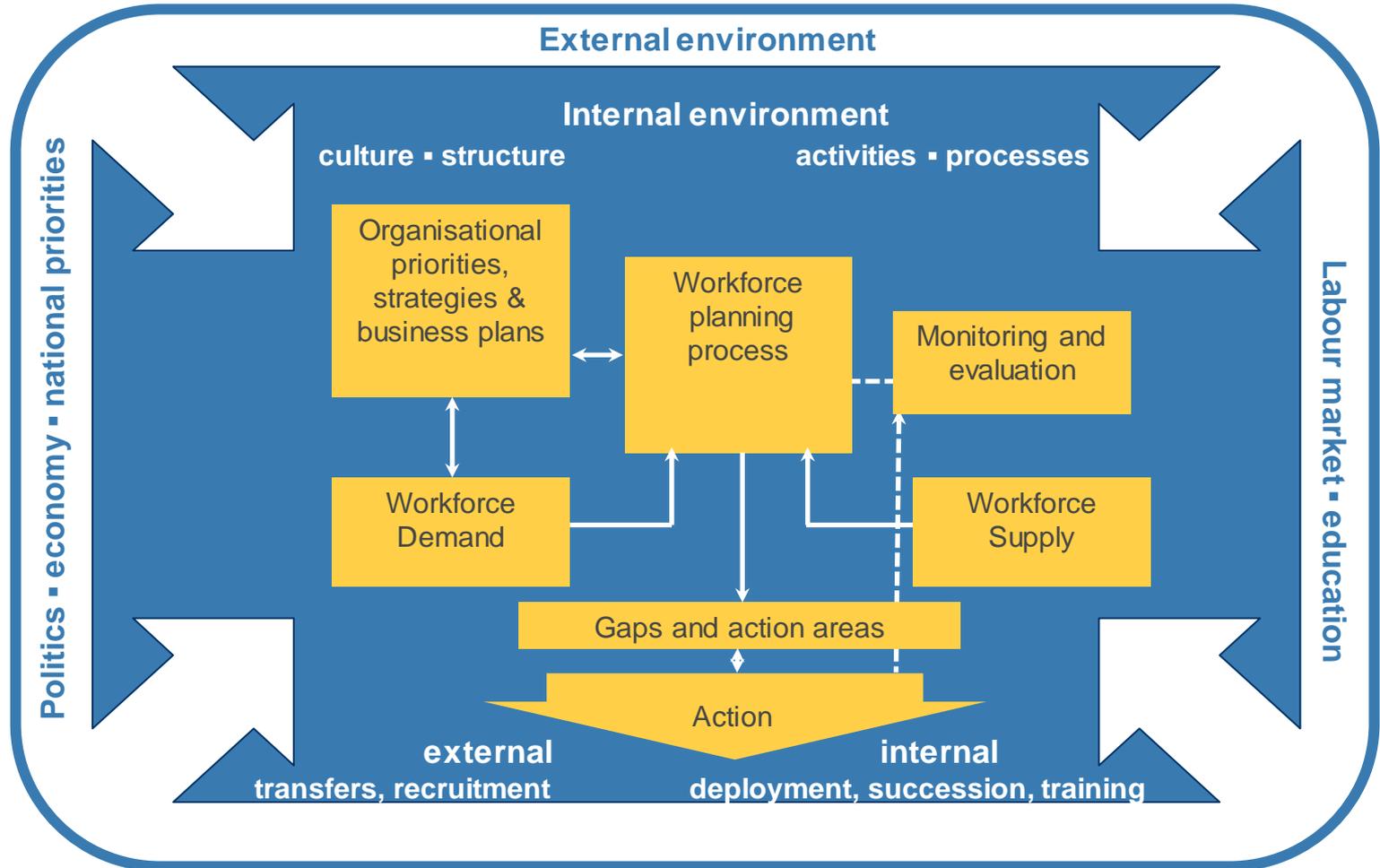


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Workforce planning

A system



A process to understand shared assumptions, challenge and reflect as basis for action – not just producing ‘a plan’

Workforce planning

A mindset naturally suited to supporting business agility

Systems thinking – not as linear as HR likes to pretend!

Business alignment of workforce – so hooks into shifting business context

Future-focussed – change built in to every aspect of WFP

Works with **uncertainty and ambiguity** to identify and mitigate **risks**

Workforce demand – not just supply! eg productivity, work design, technology

Skills and capability - not just numbers

Understanding and focussing on **groups of jobs** and **groups of people**

Evidence-based – internal and external data; numerical and qualitative; tracking and evaluation; patterns and influences (now called analytics)

Adapting WFP focus to fit circumstances

Varied
timeframes



2018-2030...



Centralised
and/or devolved

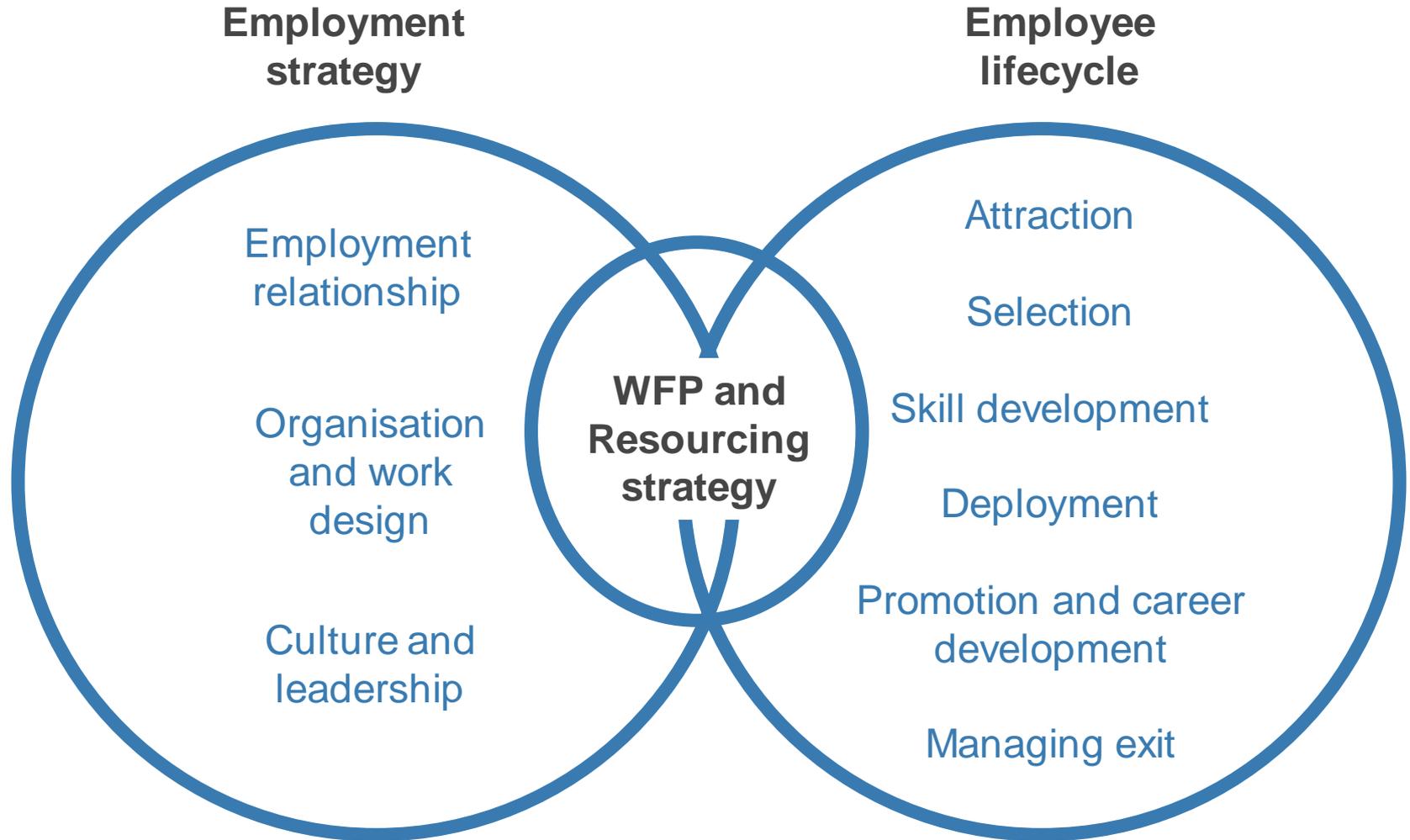


Overview
and/or
workforce
segments

All
workforce
groups

Strategically **Key** and/or Operationally **Critical**
AND
Hard to resource

WFP can integrate and prioritise actions across employment strategy, OD and employee lifecycle



How does WFP give us a handle on agility?

1. Analysis of drivers for change and their business and workforce impact

The business need for agility

2. Short to medium term WFP

Workable solutions for now and near term

3. Contingency planning for less certain events or trends

Actions we have ready for specific circumstances

4. Scenario planning for long term uncertainties

Understanding where/when business and people strategies become untenable

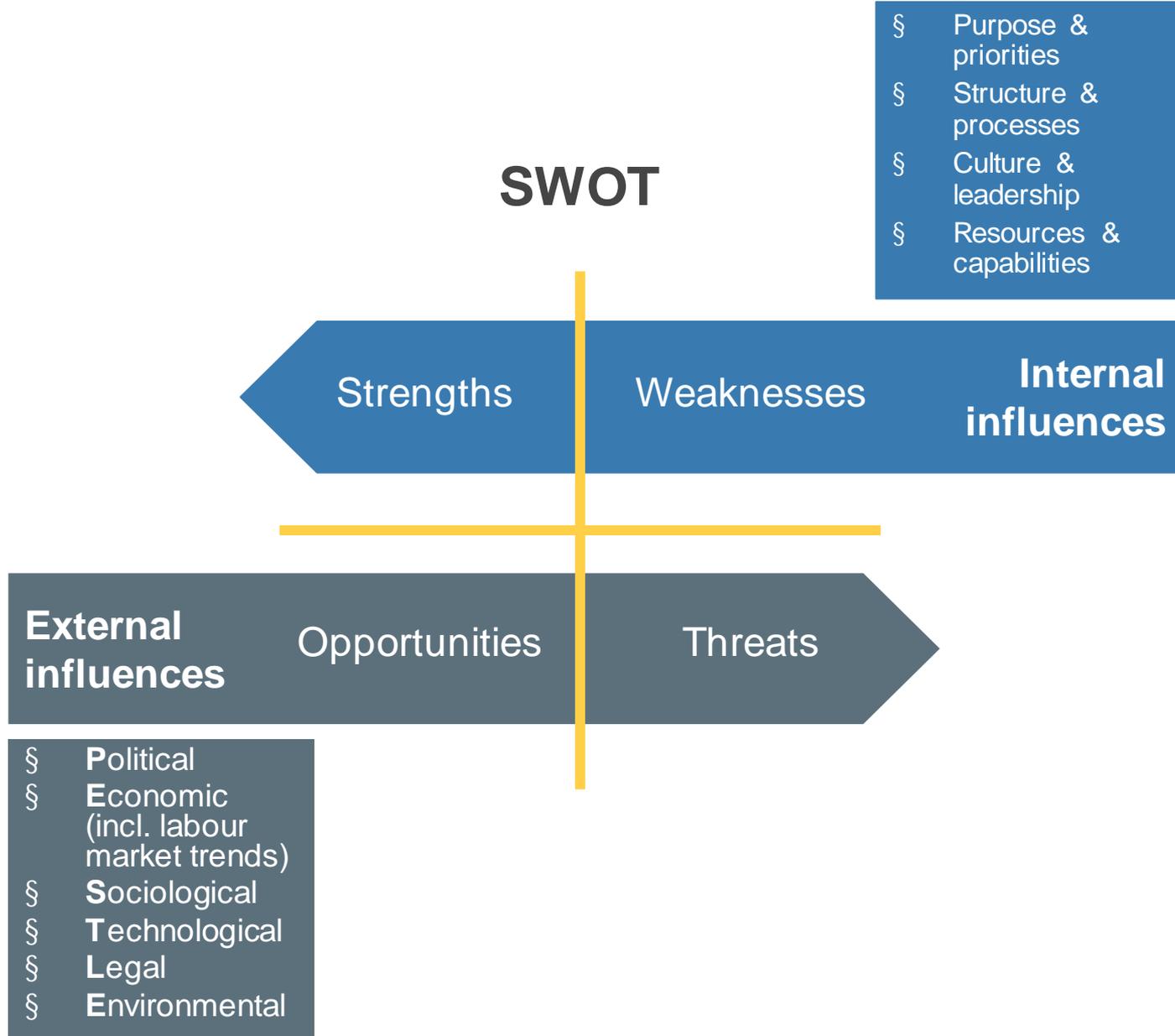
5. Adaptive planning

Adjusting as you go

6. Building agility into the organisation and workforce

Agility central factor in HRM

1. Drivers for change and their impact



2. Short to medium term WFP

- § Managing peaks and troughs
- § Resources to 'top up' stable areas/workforce groups AND meet changing needs in others
- § Responding to demographic and labour market trends
- § Allowing for absence, recruitment and training times
- § Implementing change programmes, including agreed technology adoption

3. Contingency planning for uncertainties



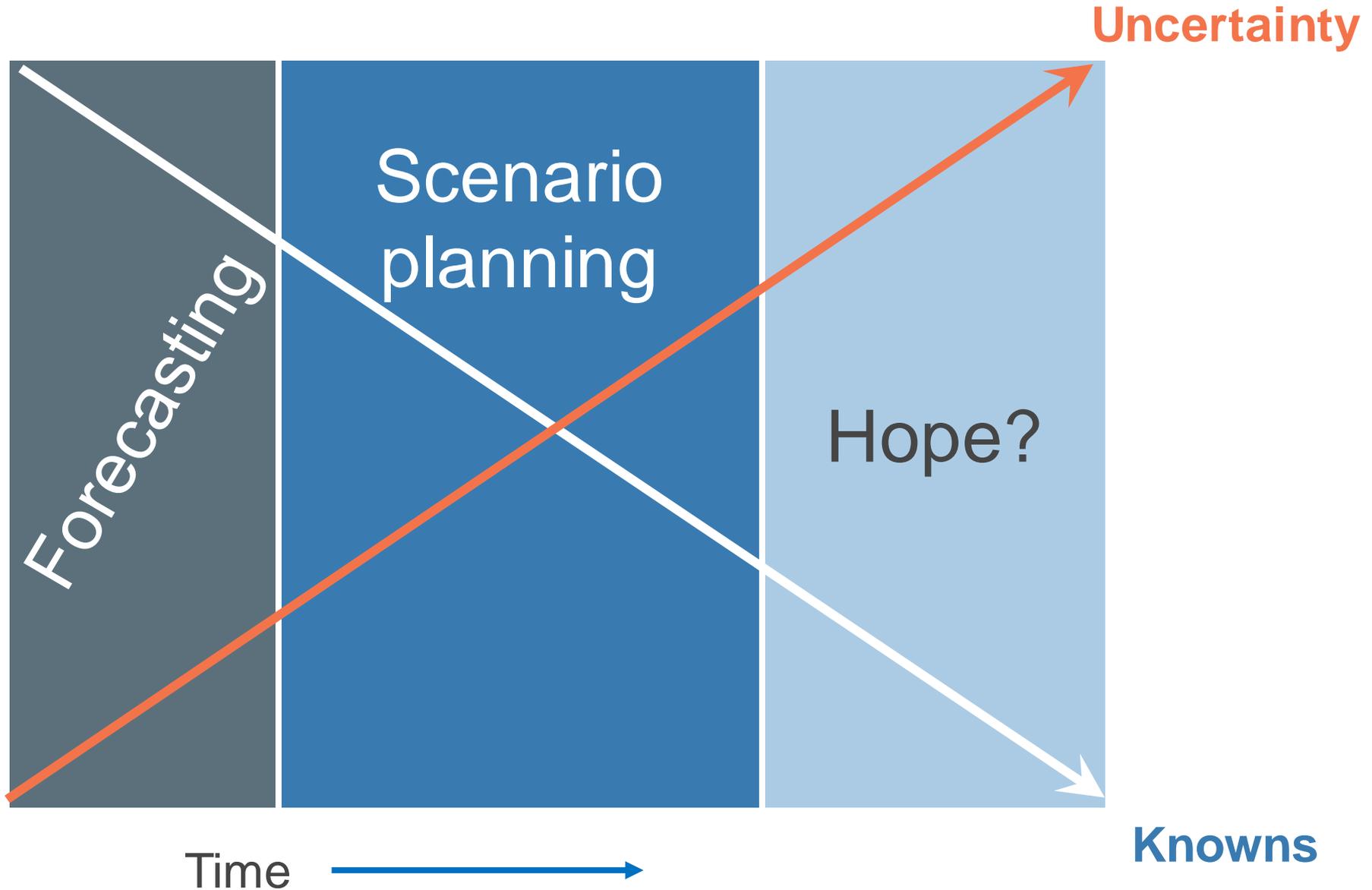
Contingency and break points

- § Tipping points where you have to balance short-term delivery against long term resilience
- § Critical times (especially in projects) where you can stop before you are committed
- § Contingencies to adjust to changing circumstances eg
 - contractual/ working time options
 - scaling up or down on recruitment/exit flows
 - moving location of work

Case examples of Brexit contingencies

- § Potential headquarters outside UK
- § Moving strawberry plants not pickers
- § Ready to re-start EU recruitment in social care
- § Planned increase in manufacturing output 18 months ahead as quota lifts
- § Flexible working to retain older workers

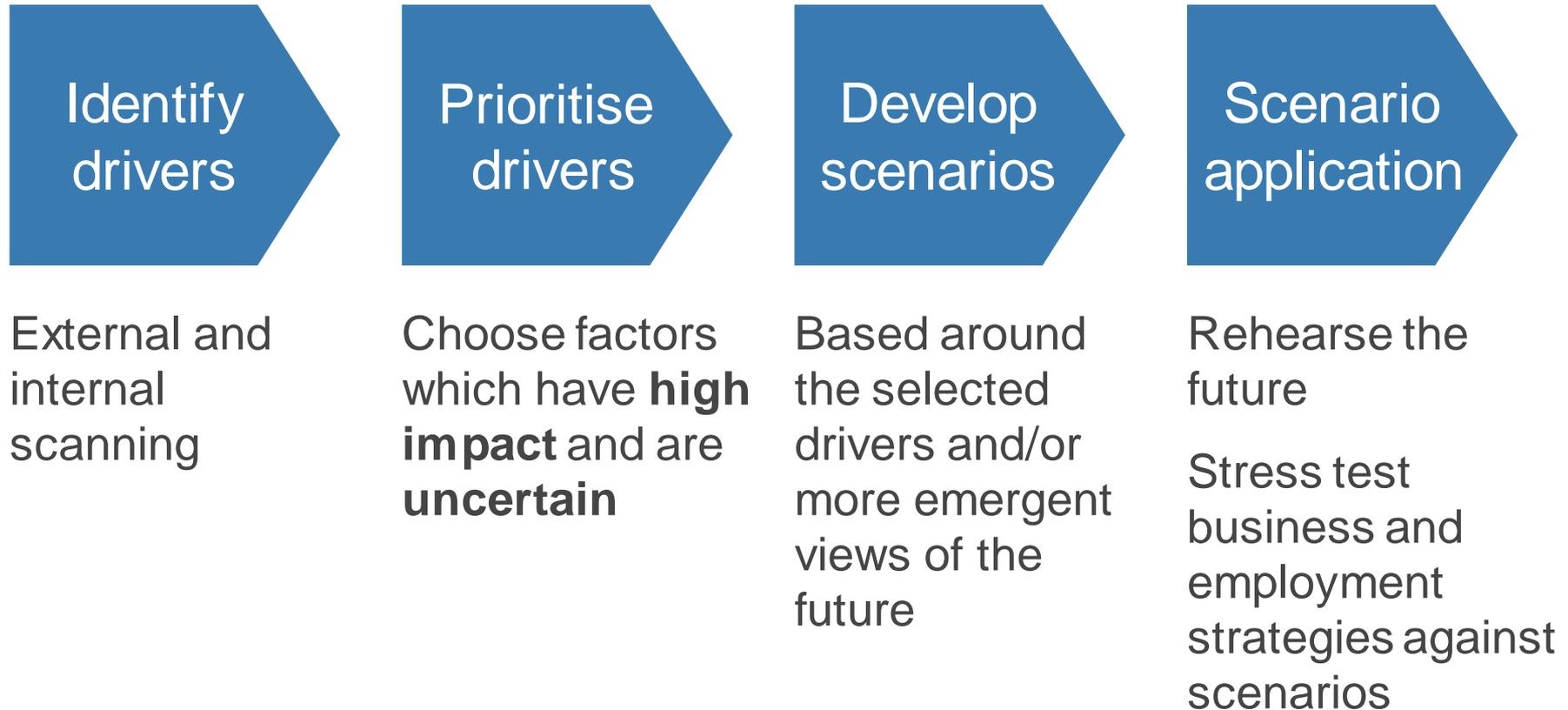
Where forecasts end and scenarios begin



4. Scenario planning : exploring choices

- § Challenging assumptions of how world works
- § Understanding the important factors involved
- § Opening minds to their potential impact
- § Constructing alternative images of the future around important and uncertain factors
- § Recognising consequences of scenarios
- § Provoking not predicting

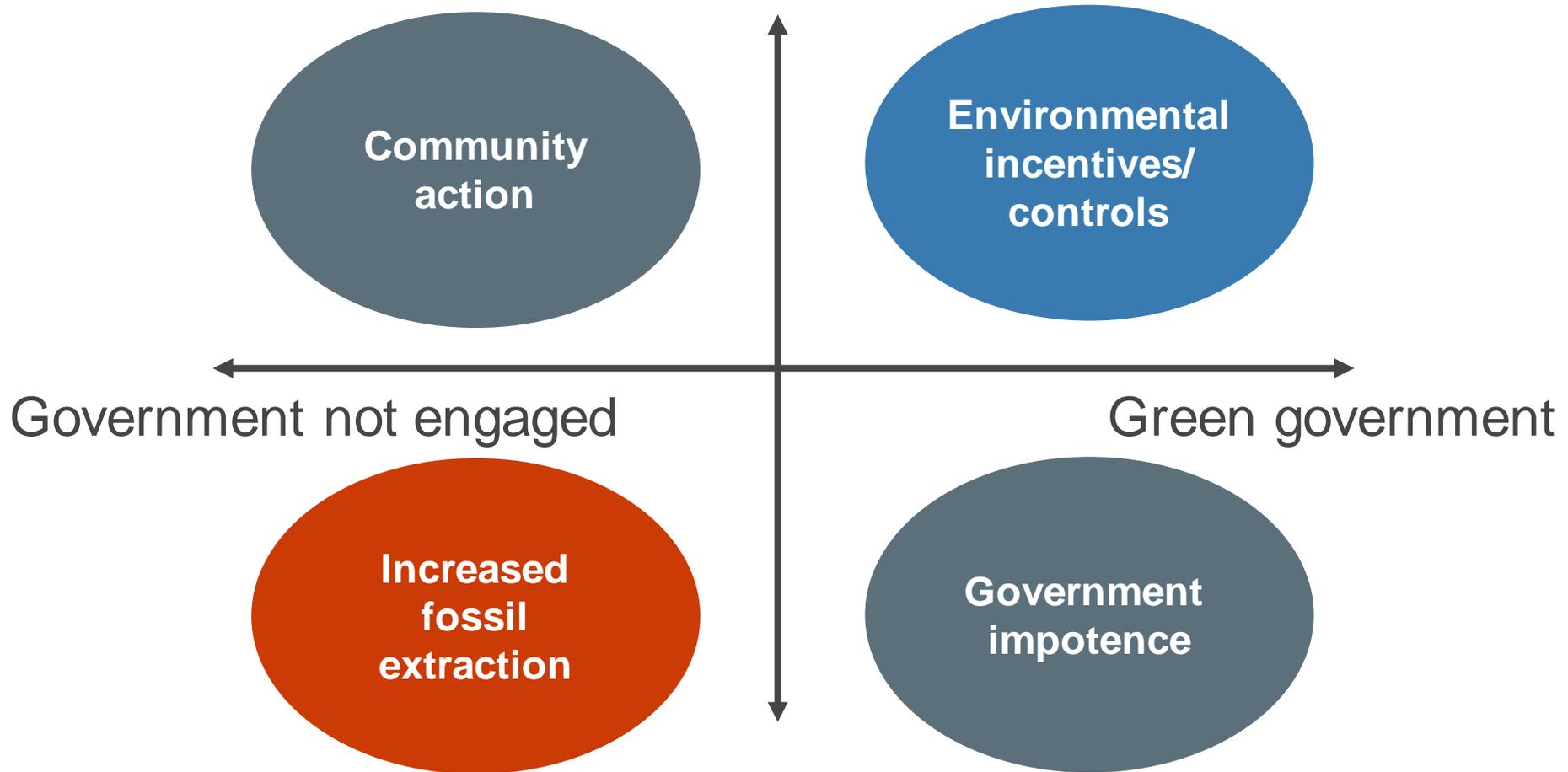
A typical scenario planning process



**Strategies/ actions robust under range of scenarios
versus
Actions/directions we need to challenge**

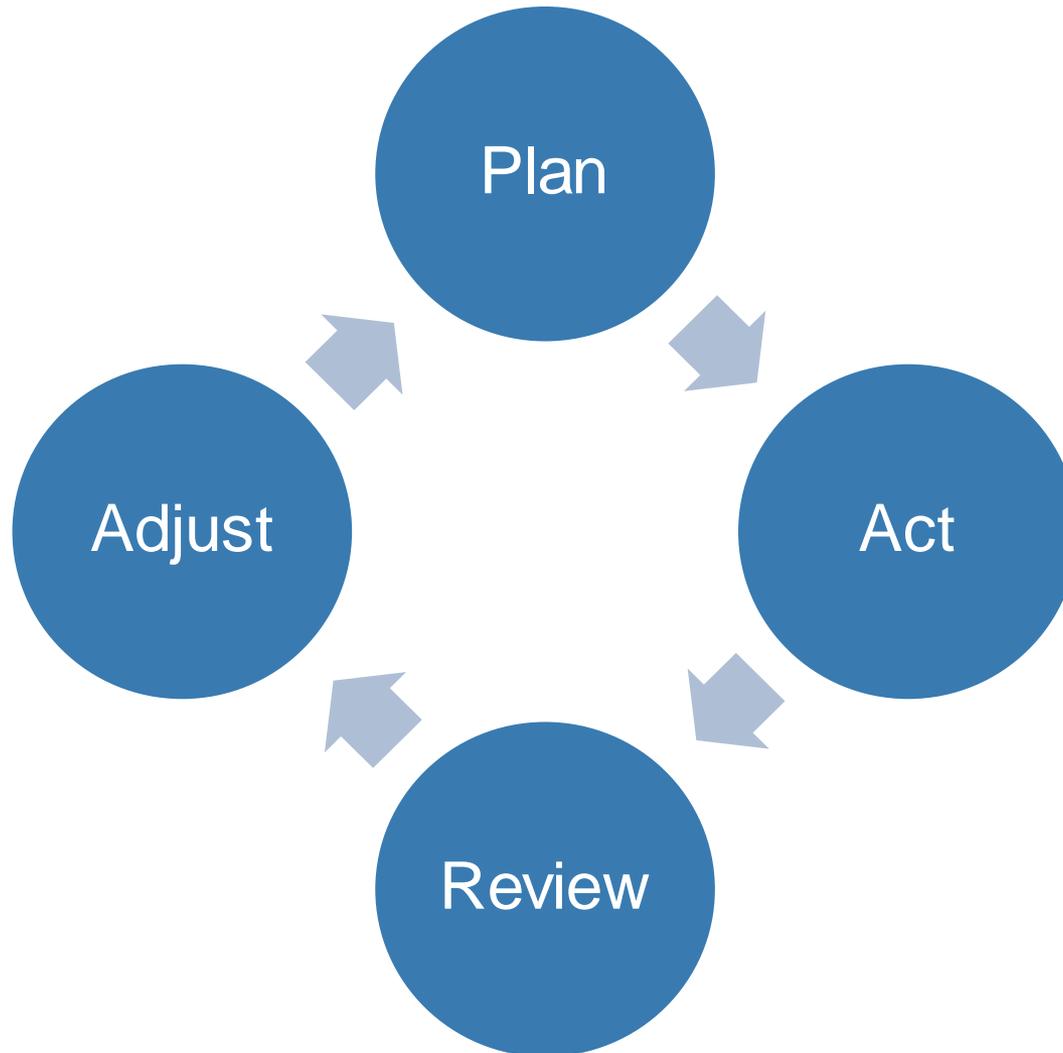
Example of simple two factor scenarios

Social acceptance of climate change



Social denial of climate change

5. Adaptive planning on varied timeframes: why wouldn't you?



6. Building agility into the organisation and its workforce

- § ‘Click in-click out’ business resourcing models
- § Flexible work design and accountabilities
- § Leaders who can cope with complexity, ambiguity, uncertainty and lead others through change
- § Functional flexibility: learning, deployment and careers
- § Recruitment for diversity, resilience and underlying aptitudes
- § Earlier action with talent pipelines eg with education
- § And more

These things are easy to say – but do we really do them?

Group discussion – Using workforce planning to support business agility

1. Analysis of drivers for change

2. Short-medium term WFP

3. Contingency planning

4. Scenario planning

5. Adaptive planning

6. Building agility in

OTHER approaches to WFP

1. Personal reflection (five minutes)

a) Which of these six aspects of planning for agility are you using most effectively?

Score each for your own org:

1 = little or no evidence of effective use

2 = fairly effective use

3 = very effective use

b) As you reflect, jot down any examples that come to mind of how WFP has helped your organisation respond to changing circumstances

2. In group discussion

c) Each of you write your individual scores (un-attributed) from (a) into the small shaded boxes in the corresponding areas of your shared large sheet

d) If possible, each share one specific example from (b). What was done from both a planning and action perspective? How did it support business agility? Write a short summary of each example shared into the relevant box on the large sheet. If an example does not fit any of the 6 areas, note it in the 'Other approaches' box

Reading

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www.employment-studies.co.uk

For further information contact:

peter.reilly@employment-studies.co.uk

wendy.hirsh@employment-studies.co.uk