

SEE INTO THE FUTURE

Ensuring your organization's future success requires forecasting and planning. You need the right people in place to accomplish your goals that have been set. But with ever-evolving challenges like skills gaps, an aging workforce, and turnover, it can feel impossible to plan more than a few months out.

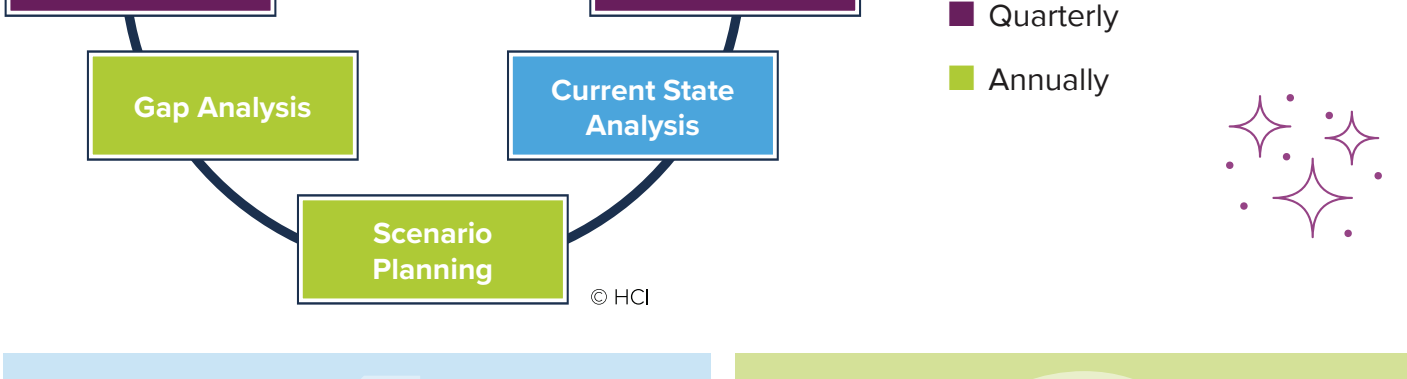
You don't need a crystal ball to see your organization's future. Prepare for the next 3-5 years with HCI's Strategic Workforce Planning model. After all...

"The best way to predict the future is to create it."

—Peter Drucker

8 Steps to Create the Future You Want

HCI STRATEGIC WORKFORCE PLANNING MODEL



Business Strategy Alignment

- Determine the business strategy
- Connect it workforce planning processes that support and sync talent and business outcomes

Segmented Roles

- Learn how each position contributes value and which roles are a priority versus those in the periphery
- Begin with the roles most essential to executing the strategy

Environmental Scan

- Do an environmental scan focusing on the strategic roles
- Identify and monitor trends that affect the workforce and the organization using quantitative and qualitative data from a variety of internal and external sources

Current State Analysis

- Analyze the current state to determine the capacity and capability you have today in strategic roles
- Use the templates to document details about a role based on data

Scenario Planning

- Construct a detailed future of how your organization, environment, technologies, and operational norms will look in the coming years
- Develop stories from a perspective 3-5 years in the future using the boundary factors selected from the environmental scan

Gap Analysis

- Identify gaps between the current and desired future workforce and organizational state
- Prioritize gaps based on the impact to your organization's strategy

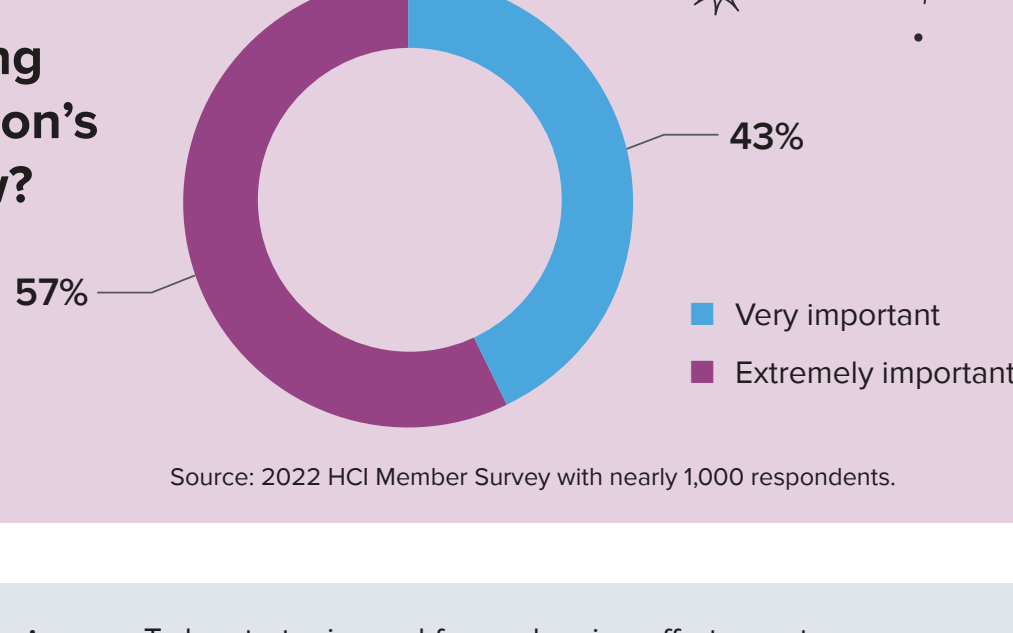
Action Planning

- Create an action plan to address, design, and/or restructure elements of the organization's structure and talent initiatives
- Partner with your business and stakeholders to integrate the action plan with existing business planning tools and processes

Monitoring & Reporting

- Monitor the benchmarks and milestones identified in the action plan
- Keep all team members and stakeholders informed of both good and bad news

How important is workforce planning to your organization's success right now?



Source: 2022 HCI Member Survey with nearly 1,000 respondents.

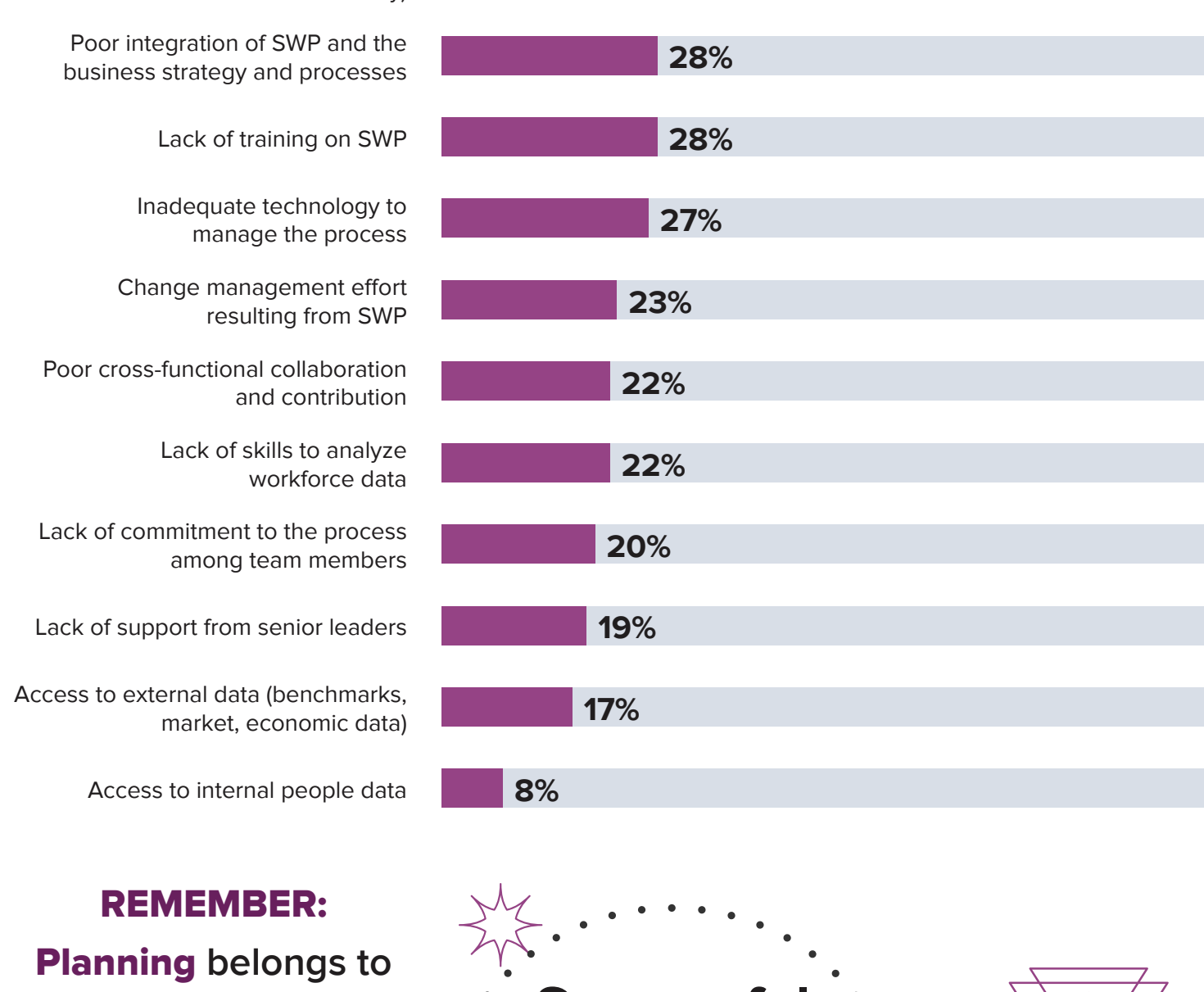
Strategic Workforce Planning (SWP) is a way to define and deploy the talent you need to align your organization strategically with future goals and objectives.

- To be strategic, workforce planning efforts must:
- Align with the business strategy
 - Differentiate roles, focusing on those with the greatest impact to the strategy
 - Use both quantitative and qualitative data to examine current and future states
 - Consider the talent implications of possible futures
 - Result in action plans that the business owns and monitors
 - Become embedded in the enterprise-wide strategic planning process

The Vision for SWP



Top SWP Challenges



REMEMBER: Planning belongs to the SWP team; execution belongs to the business

Successful Change Focuses on People Over Processes

Partner with the Business

Partner with the business to successfully manage change.

Explore the Role of HR During Change

Distinguish among the three different roles that HR can play, and consider how to use each one.

Create an Action Plan

Develop an action plan for your next change initiative that includes human-centered design, communication, and coaching.

6 Tips for Sustainment

Celebrate small wins

Publicize learning

Measure at regular intervals

Coordinate with business planning and talent management cycles

Keep repeating

Leverage the tech and tools you have available

What tools do you use to manage and conduct SWP?



Getting Started with SWP

- Gain support from leaders and stakeholders
 - Build a common understanding of SWP
 - Determine SWP team structure and skills
 - Define process, tools, and data needs
 - Plan a pilot and SWP working session
- Use the Business Strategy Alignment tool to help you get started.**

Business Strategy Alignment

Template: Starting with Strategy
Answer the questions below so that you have the information you need to draft a strategy statement. Then, write a brief strategy (no more than 30 words) for your organization.

Strategic Questions	Responses
What kind of business are you in? What types of products or services do you provide?	
Who are your customers?	
Which type of general business strategy best describes your organization? • Product innovation • Operational efficiency • Customer intimacy	
What unique value does your organization provide?	
How does your organization differ from competitors? Why should customers choose you?	
Where does your organization want to go?	

Your Strategy Statement

Forecast and Plan the Workforce Your Organization Will Need to Succeed in the Future

hci.org/SWP

