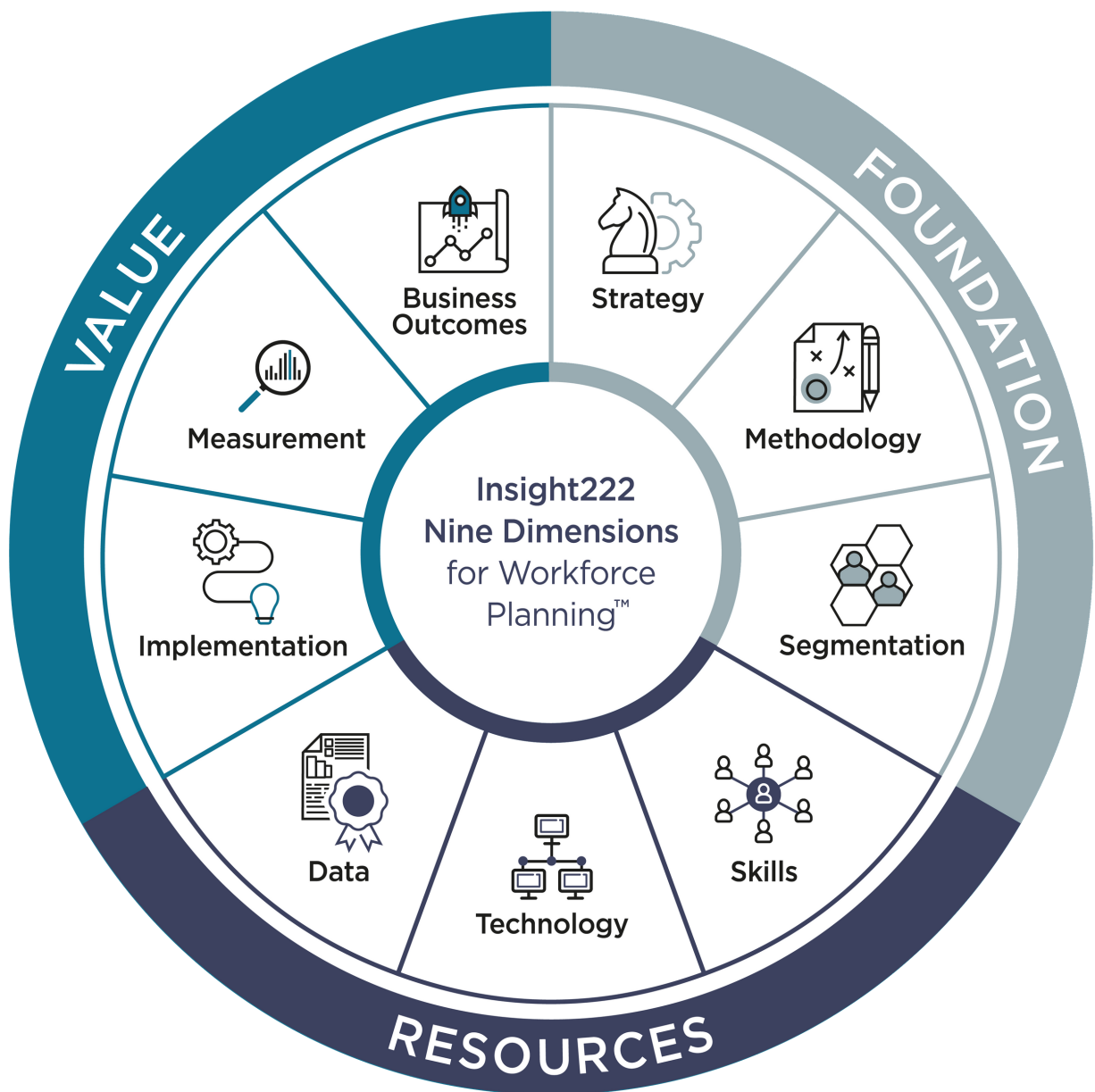# Insight222 Nine Dimensions for Workforce Planning™

The Insight222 Nine Dimensions for Workforce Planning™ is derived from research across over 70 global organisations and decades of combined experience in the areas of people analytics, workforce planning and talent management.

VALUE

FOUNDATION

RESOURCES

Business Outcomes

Strategy

Measurement

Methodology

Implementation

Segmentation

Data

Technology

Skills

Insight222
Nine Dimensions
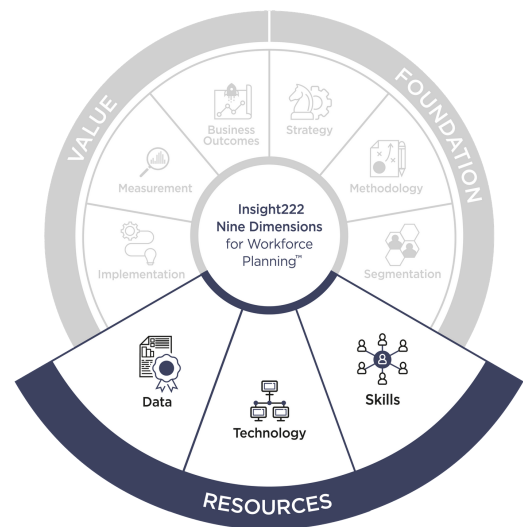for Workforce
Planning™

INSIGHT
222

FOUNDATION

Effective workforce planning needs a solid foundation, rooted in business strategy, a strong grasp of basic methodological principles and the ability to segment the workforce. Companies that are leading in workforce planning understand the significance of stakeholder management and collaborating with different functions across the business. Through these relationships, HR and Corporate Strategy professionals work in synergy to build effective workforce plans that meet financial and marketplace goals to build the future organisation.
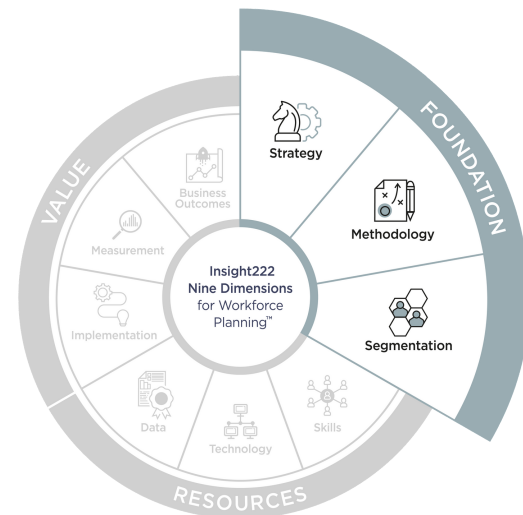

RESOURCES

A balanced and skilled team, good technology and access to high quality data are needed for impactful workforce planning. This is especially important when tackling skills-based workforce planning. Leading companies have refined their job architecture and started to identify "key" roles and critical skills to align with marketplace opportunities identified in the business strategy. Others have made progress in using internal and external data sources to comprehensively identify and assess current roles and skills as well as the future availability of these for business growth. In leading practices investment has been made in skilled workforce planning analysts, specialist technology and relevant data sources.


VALUE

Impactful workforce planning – if implemented well – delivers tangible value for an enterprise. The focus is on driving business outcomes, such as marketplace growth, innovation in R&D or financial success through sales and profitability of current products and services. The frequency of workforce planning modelling is less important than being able to respond to key business issues as they arise and deliver measurable results. In fact, workforce planning is most impactful when it is not considered a "one-off" process, but instead evolves into a dynamic series of activities, with ongoing evaluation of business impact.


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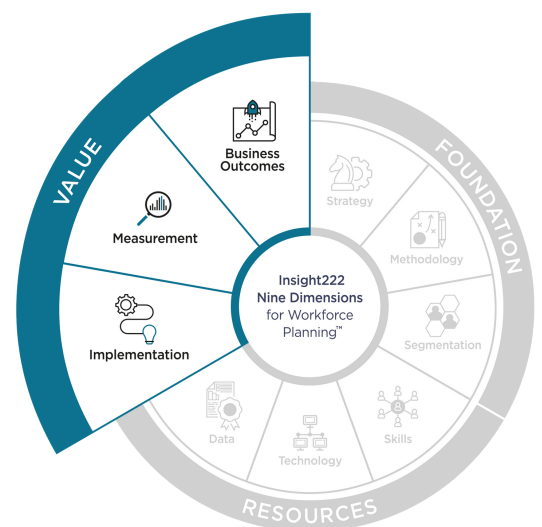
FOUNDATION | STRATEGY

1. There is no "one size fits all approach" to workforce planning and teams should look to adapt their approach based on business strategy and goals.
2. The frequency of workforce planning modelling is less important than the identification of key business issues.
3. Establishing joint ownership of the workforce planning process with other core functions such as Strategy, Operations, Finance as well as with business leaders is critical to success.
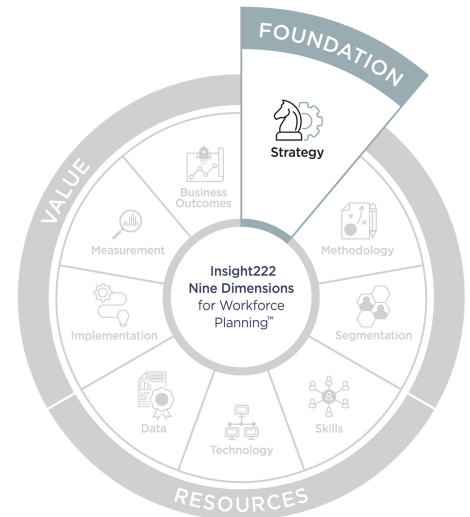
FOUNDATION | METHODOLOGY

1. The basic methodological principles can be applied to all types of workforce planning. Understanding the business strategy and its relationship to workforce strategy will determine which approach to take.
2. Stakeholder management and collaboration across functions is key in order to understand workforce demand and supply and future requirements and predictions.
3. When gaps are identified, either they can be monitored, or action can be taken.
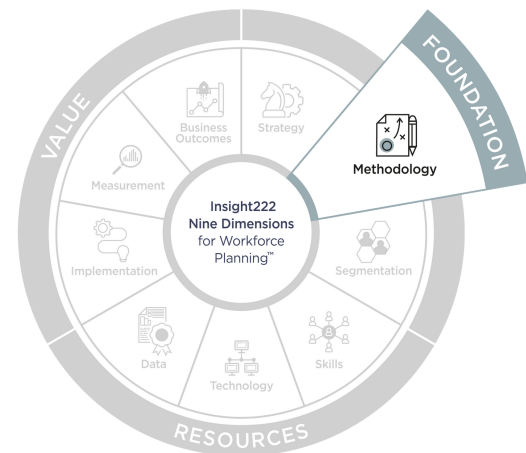
FOUNDATION | SEGMENTATION

1. Workforce segments are groups of the workforce with similar characteristics.
2. By segmenting the workforce, each segment can be treated independently. Workforce segments should be prioritised on two dimensions, impact on business value and difficulty of replacement.
3. Adopting segmentation principles can help with understanding business value and the effort needed to implement and maintain workforce planning.
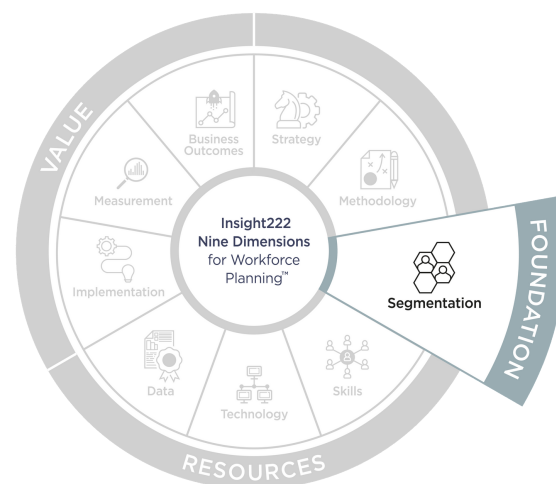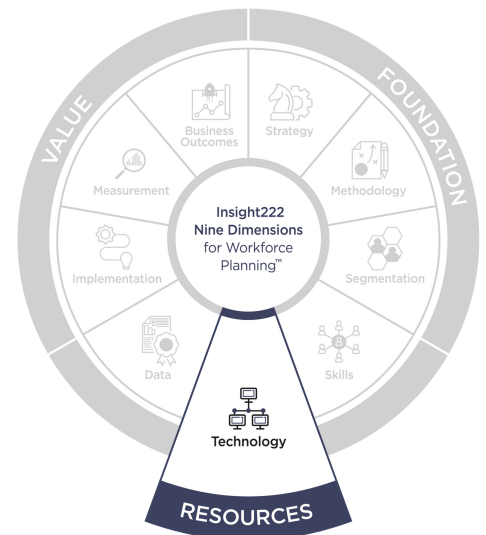
RESOURCES | SKILLS

1. Important skills for the workforce planning team are consulting and influencing skills, analytical skills and stakeholder management.
2. Mapping the stakeholder landscape enables the understanding of skills, interest and engagement with workforce planning.
3. Build skills across HR and the stakeholder landscape. This will, in turn, lead to the development of a culture that supports workforce planning.

RESOURCES | TECHNOLOGY

1. There are three categories of workforce planning technologies: workforce planning and organisational design, talent market analytics, and talent management/skills inference.
2. These technologies are still in their infancy, so finding one solution that can provide solutions for all workforce planning needs is unlikely. Be cautious of any vendor who claims otherwise!
3. While some systems are more popular than others, the best technology will depend on the specific workforce challenges and business priorities.

RESOURCES | DATA

1. Processing and interpreting Big Data, in order to analyse internal and external skills, work and workforce, is now possible with techniques like machine learning.
2. A skills-based view can help business leaders to navigate the increasingly agile, dispersed, global workforce, as well as the rise of automation.
3. Companies should be discerning about selecting new sources of data and technologies for workforce planning and organisation design.

VALUE | IMPLEMENTATION

1. Start workforce planning with a pilot project to limit risk, build relationships with key stakeholders, and enable agile experimentation.
2. Develop a four-step approach to implementation: develop workforce projects; create a workforce strategy; translate the strategy into workforce plans; and use scenario planning.
3. The likelihood of implementing a workforce plan is raised dramatically if it includes a variety of scenarios and proposes actions with clear business outcomes (higher revenue, lower cost or risk).
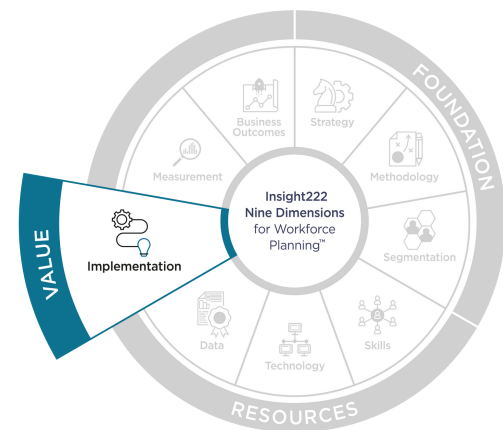
VALUE | MEASUREMENT

1. Workforce planning models require tracking and refinement to ensure they remain useful.
2. Actual workforce should be tracked against the plan, and the difference between the two should be investigated in terms of the plan design and implementation, and business impact.
3. Revised plans that reflect a more accurate view of the future should be issued as necessary.

VALUE | BUSINESS OUTCOMES

1. Measuring the impact of workforce plans against tangible business outcomes is the best way to successfully foster buy-in and investment in workforce planning for the long term.
2. Communicate results concisely and in a compelling fashion.
3. Don't wait until the very end of the process to explain business outcomes – have these conversations upfront and throughout the journey to boost stakeholder engagement and accountability.
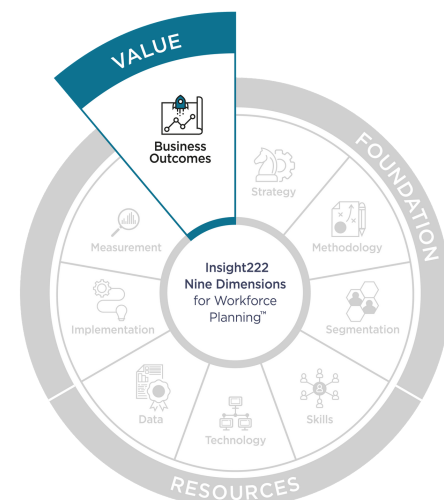
Insight222 is a global services and solutions company that enables organisations to deliver business value through People Analytics and Digital HR. The team at Insight222 provide consulting, learning and networking services to Chief Human Resources Officers and their key staff in Analytics, Strategy, Planning, Employee Experience and Digital HR. Insight222 clients and partners - typically large, multinational organisations - include some of the world's leading brands.

Find out more at www.insight222.com and www.myHRfuture.com
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