

Strategic Workforce Management



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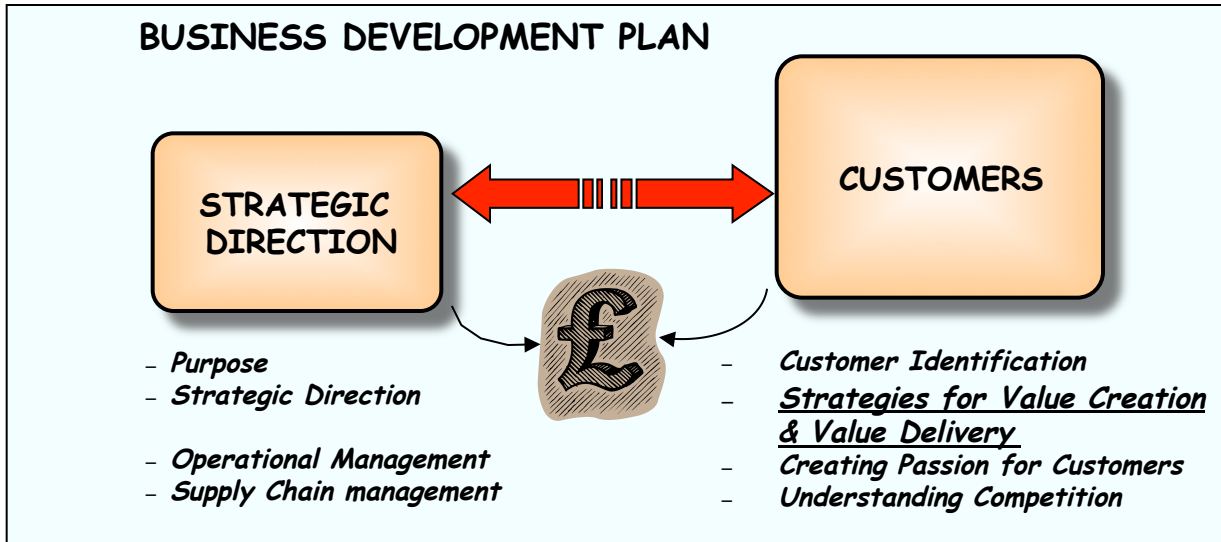
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Business Imperative

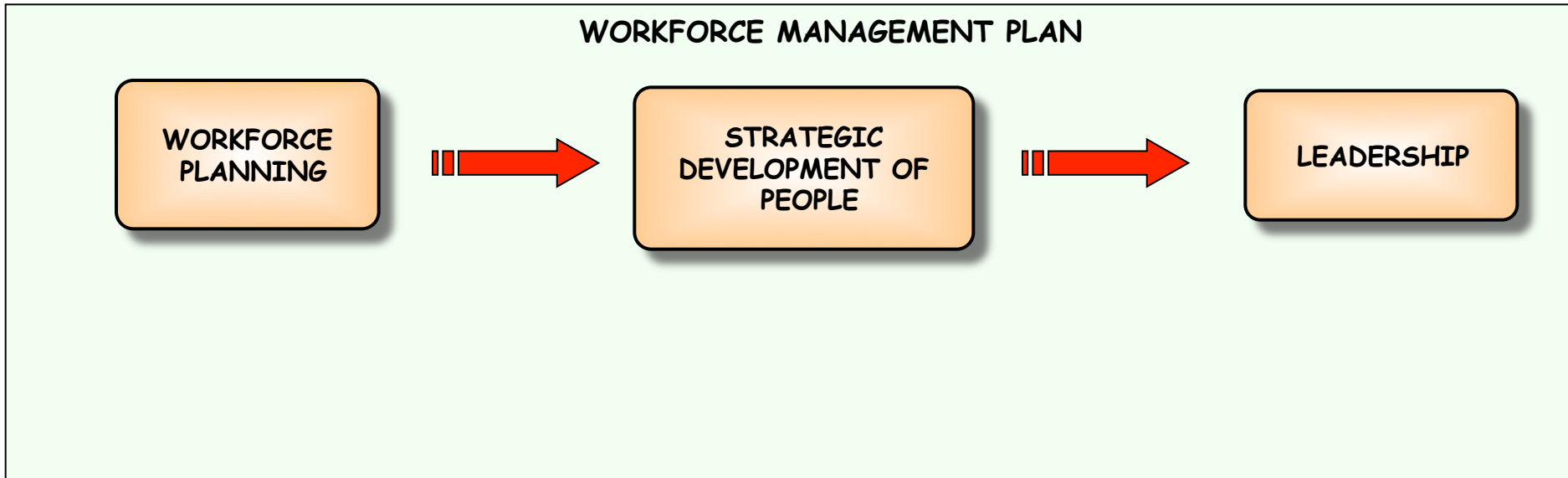
- Globalisation and the evolution of new business models requires us to take a more systemic view of the workforce
 - Customer expectations are driving businesses to be more competitive
 - Technology is radically changing the way business is carried out
 - 24/7 'all-ways on' society
 - Nature of work is changing; Flexible work practices, Work/Life Balance, Attitudes of the younger generation
 - Demographics shift – older workers, gender mix
 - In response to these dynamics, we need to think of the workforce as more than just labour or labour rate – we **must start to consider precisely how the workforce drives value** to the business and make deliberate, strategic choices about where we will invest

Always the Start Point



- Most 'customer led' businesses use this business model
- Generally have a sense of their strategic direction and where they are going
 - creating value for customers, exceeding their needs
 - also true for other organisations, e.g. services, not for profit
 - Business may evolve but direction generally remains the same – unless conscious decision to redefine, e.g. merger, acquisition, new markets, divestiture

Strategic Workforce Management?



We define Strategic Workforce Management using three components

1. Workforce Planning – the baseline for any workforce management activity
2. Strategic Development of People – we are all in the 'people business'
3. Leadership – sets the tone and drives the business forward

Workforce Planning

Workforce
Planning

The baseline for any workforce management activity

- Resource management, resource analysis, people plans, human capital.....does not matter what you call it – it's the same thing
- Labour is typically the largest line item in an operating budget **BUT** most companies lack effective workforce planning methods
- An integrated process for identifying, securing and developing the people required to support your business.

Strategic Development of People

Strategic
Development of
People

We are all in the people
business

- Investment in people improves the performance of the company
- Hence organisations need a clear development strategy that is articulated and understood by all the workforce and aligned with the workforce plan
- You need people to take ownership and be engaged in your business
- People want their contribution to the business to be recognised and valued appropriately

Leadership



Leadership

Sets the tone and drives the business forward

- Excellence in Leadership is key to business success
- Leadership can make or break your organisation
- Leadership drives results
 - Leaders have the ability to influence a group of people to achieve
 - Leaders have vision - shapes the way it operates; set direction
 - Leaders take responsibility to improve the capacity of the group, improve the groups' structure, culture, communication, etc
 - Leaders influence other members of the organisation to become focused and productive

Strategic Workforce Management?



Combination of the two plans brings strength!

BUSINESS DEVELOPMENT PLAN

STRATEGIC DIRECTION

- Purpose
- Strategic Direction
- Operational Management
- Supply Chain management

CUSTOMERS

- Customer Identification
- Strategies for Value Creation & Value Delivery
- Creating Passion for Customers
- Understanding Competition



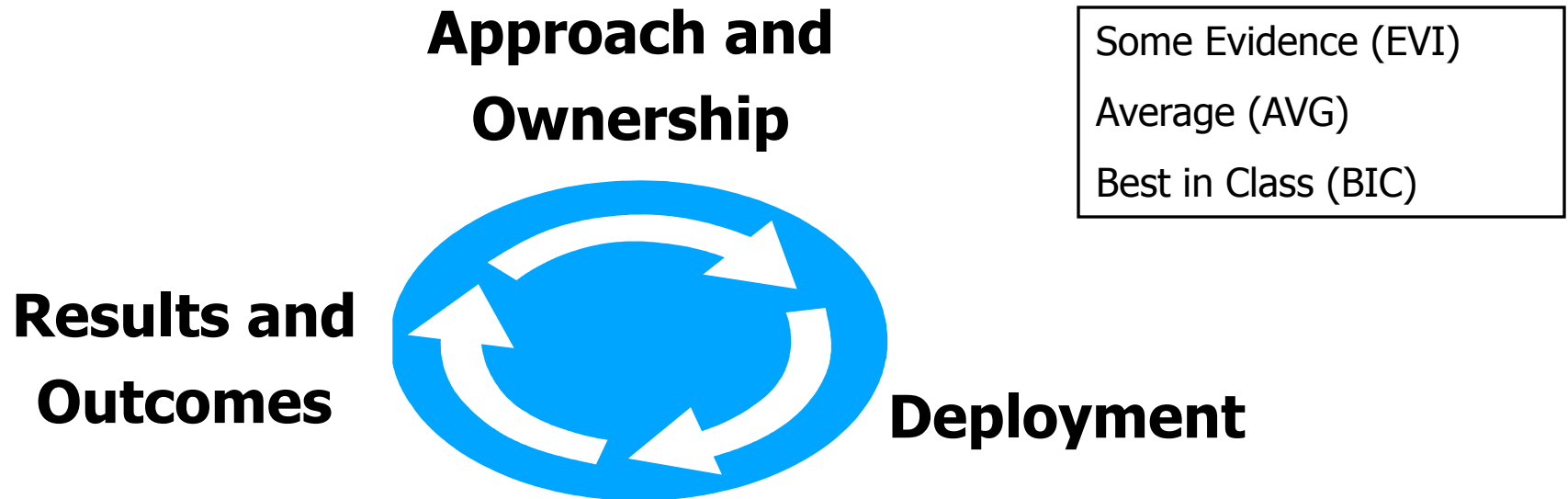
WORKFORCE MANAGEMENT PLAN

WORKFORCE PLANNING

STRATEGIC DEVELOPMENT OF PEOPLE

LEADERSHIP

Entry Point – Meaningful Dialogue



- This approach is like a 3-legged stool - need all three to be effective
- **Approach & Ownership** needs effective **Deployment**, to achieve sustained **Results and Outcomes**
- Method provides rigour and an opportunity to compare against best in class in your sector/industry

Strategic Workforce Management – The Complete Picture

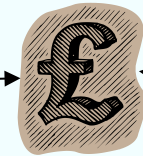
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SUCCESSFUL EXECUTION OF BOTH SETS OF PLANS

GROWTH OPPORTUNITY

- Successful business
 - Grow top and bottom line
 - Less hassle
 - Reduce risk
 - Motivated and engaged workforce

WORKFORCE MANAGEMENT PLAN

WORKFORCE PLANNING

STRATEGIC DEVELOPMENT OF PEOPLE

LEADERSHIP

Approach and Ownership

Results and Outcomes



Deployment

Business Proposition of Strategic Workforce Management

What do we do?

We help businesses improve their performance through effective use of their people

What does that mean?

Having the right people, with the right skills, in the right place, at the right time, with the right leaders at the right cost

Business Proposition *cont*

How do you do that?

1. We start with a conversation about your strategy – what you want to achieve? Business goals? Challenges? Where do people fit into that strategy?
2. Using a set of diagnostic tools, we examine where you are today and compare that to where you want to be
3. We work with you to build an implementation plan to help you achieve your goals

Why should I do it?

You will get greater visibility of your business, so you can make better decisions about your people

The Opportunity

- We have found that businesses that manage their **workforce strategically** benefit from the following:
 - a less reactive and fragmented approach
 - stronger alignment with the strategic direction of the organisation
 - workforce initiatives have more credibility – not seen as ‘flavour of the month’
 - opportunity to measure return on investment on workforce investments

How can we help you?

We add value in a number of ways including ...

- ✓ helping organisations build a strategic workforce management capability - where one doesn't already exist and where there is a desire to do so by senior management
- ✓ helping organisations become even more successful - by building on their ability to develop and execute strategic workforce management programs.
- ✓ working in partnership with your management to strengthen existing department resources and capability – so that they can add strategic value to the organisation, e.g. HR, Finance, Business Planning

In a Nutshell?

“....Strategic Workforce Management can help you maximise the return from your people by ensuring that your workforce is planned appropriately, has the skills it needs and is led in a way that complements the strategic direction of the organisation.”