Moving Your Workforce Solution Towards a 'Strategic Business Asset'

KellyOCG

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Practice Lead, Talent Advisory Services

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Principal Consultant, Talent Advisory Services
Maximizing Your Talent Strategy

Time to be Visible
Talent Advisory Services – consulting at KellyOCG

Our areas of expertise include:

• Talent Governance
• Talent Acquisition and HR consulting
• Career Transition, Executive Coaching & Development
• Diversity & Inclusion
• Workforce Planning
• Digital Transformation

#ditchthescript
20+ Years Procurement & Supply Chain Experience

Bringing more than two decades of procurement expertise in both direct and indirect categories. Successfully built an SOW management solution that provided market insights, thought leadership, & go to market/delivery.

Provides Talent Advisory Services to help define & build Talent Governance strategies through improved program and change management, implementation strategies, & process optimization.

IOP Certification
Certified Contingent Workforce Professional

20+ Years Workforce Industry Expertise

A strong background in; Operations & Delivery, Solution Design & Implementation, Account Management, Product Development, Knowledge Management, Marketing Strategy & Thought Leadership as well as Workforce Planning and Talent Advisory Services.

Has had Global responsibility as well as having worked in both EMEA and APAC.

Certified Strategic Workforce Planner- Human Capital Institute
Green Belt – Lean Six Sigma
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<th>AGENDA</th>
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<td>Welcome &amp; Introductions</td>
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<td>Purpose &amp; Expected Outcomes</td>
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<td>Are my company’s talent practices still relevant?</td>
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<td>Diagnosing the Current State</td>
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<td>Translating Strategy into Design Criteria</td>
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We have never come across a moment like this, when virtually every CEO we work with is asking the same daunting set of questions:

– Are my company’s talent practices still relevant?
– How can we recruit, deploy, and develop people to deliver greater value to customers—and do so better than the competition?
– How can I be sure that I have the right approach to talent—to drive the changes we need to make?

*McKinsey Quarterly - Talent Wins: The New Playbook for Putting People First*
A new era of risk and opportunity
A Company’s talent is its most **valuable and reliable asset**.

<table>
<thead>
<tr>
<th>“Companies must deploy talent in new ways to <strong>remain competitive</strong>”</th>
<th>“Talent considerations should be an <strong>integral part of every major strategic decision</strong>”</th>
<th>“A focus on Talent is woven into the fabric of the entire company”</th>
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<td>“Misalignment at the top is disastrous for talent-driven organisations”</td>
<td>“Most executives today recognize the <strong>competitive advantage of human capital</strong>, and yet the talent practices their organizations use are stuck in the twentieth century”</td>
<td>“Talent will no longer be an afterthought”</td>
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<td>“business strategy is no longer about planning years out but about <strong>sensing and seizing new opportunities</strong>”</td>
<td>“If finance and HR aren’t talking, they aren’t <strong>creating new value</strong>.”</td>
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How influential at board level are you and your function?

Is the workforce program establishing the “voice” required to influence talent strategies at Board level?
How **visible** are you to the CEO?
CURRENT STATE

MAPPING THE PROCESS
# Mapped Process

## Strategic
- Talent Strategy Aligned To Business Strategy
- Top Down Governance Model
- Predictive Talent Forecasting
- Total Talent Management
- Talent Mobility

## Optimized
- Workforce Planning
- Guided Spend (Pre-approval, Compliance, Headcount Route)
- Agile Talent Supply Chain
- Diversity & Inclusion
- Employer Value Proposition (EVP)
- Succession Planning, Talent Coaching, Training
- Outplacement Services

## Standard
- Current Headcount Validation
- Human Cloud
- Digital Assessment (Chat Bots / Machine Learning
- Pre-hire Assessment (Pilot Usage, Assessment Centers)

## Managed
- Multiple Worker Types Under Control (Temp, IC, SOW, FTE)
- Decision Tree Routing
- Talent Pools
- Pre-qualified Candidates
- Video / Skype Interviewing
- Worker Classification
- Retiree / Alumni Program
- Outcome-based Contracts
- Predictive Analysis
- Value Engineering

## Need Identification
- Create Requisition
- Distribute Request
- Candidate Applications
- Interview / Selection
- Hire
- On-/Off-boarding
- Time / Expense & Invoice Management
- Business Information
- Spend Management

## Centralized Talent Engagement Process
- Job Catalog / Specifications
- Preferred Supplier List
- Candidate Shortlist
- 1st-level Screening
- Background Screening & Contracts
- Logistics / Induction
- Consolidated Invoicing
- Performance Management
- Hard Savings

## Market Rate Benchmark
- Competitive Bidding
- Qualification Against Requirements
- Scheduling & Feedback Management
- Compliance / Right to Work Management
- Access & Security
- Invoice Error Management
- Data Analytics
- Soft Savings

## Approval (Budget / Headcount)
- Approval (Final Budget)
- Payrolling

## Compliant Technology Platform
- Access to Online Jobsites

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## Current State

### Strategic
- Talent Strategy Aligned To Business Strategy
- Top Down Governance Model
- Predictive Talent Forecasting
- Total Talent Management
- Talent Mobility
- Contract Review & Risk Analysis

### Optimized
- Guided Spend (Pre-approval, Compliance, Headcount Route)
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- Outcome-based Contracts
- Predictive Analysis
- Value Engineering

### Future
- Competitive Landscape Analysis
- Total Value Reporting

### ROI Analysis
- Talent Analytics Portal

### Specialized
- Market Rate Benchmark
- Competitive Bidding
- Qualification Against Requirements
- Scheduling & Feedback Management
- Compliance / Right to Work Management
- Access & Security
- Invoice Error Management

### Custom Technology Platform
- Approval (Budget / Headcount)
- Compliant Supply Chain
- Negotiation
- Approval (Final Budget)
- Payrolling

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How visible to the CEO are you really?
Closing the Gaps

**QUICK WINS**
- **Approval (Final Budget)**
  - Final Budget requirement known & available
  - System / Process capability high
  - Business acceptance high
  - Impact medium

- **Access & Security**
  - Data available
  - Integrations viable
  - Business acceptance medium / high
  - Impact medium

**FUNCTIONAL WINS**
- **Decision Tree Routing**
- **Human Cloud**
- **Current Headcount Validation**
- **Talent Pools**
- **Access to Online Jobsites**
- **Pre-qualified Candidates**

Large Project focus
- Business adoption required
- Functional approval
- Change management
- Budget requirement
- Impact high

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DESIGN FOR CHANGE

BECOMING MORE VISIBLE
Talent Models Today

- Visibility (VMS/ATS)
- Business Control
- Savings (Margins)
- Compliance
- Process efficiencies
- Reactive gap filling
- Analytics

Future Talent Models

- Innovate/Disrupt
- Business Agility
- ROI
- Speed to Market
- Top Line Growth
- Digital Transformation
- Competitive Advantage
Strategic Business Advantage

- Innovate/Disrupt
- Business Agility
- ROI
- Speed to Market
- Top Line Growth
- Digital Transformation
- Competitive Advantage

Activity

1. Pick a Strategic Business Advantage

1. Select the relevant Building Blocks

1. Map out the expected outcomes

1. For each outcome list the potential activities / change required
Businesses that embrace change can obtain significant competitive advantage

Yet, to thrive, businesses must be able to identify the right strategic direction, prepare a sustainable response, and execute in an integrated fashion across the organization.
Building a **Talent Strategy**

**GOVERNANCE**

1. **Business Strategy & Objectives**
2. **Talent Model**
3. **Gap Analysis**
4. **Talent Initiatives**
5. **Talent Strategy**

- **Measure & Monitor**
- **Design & Implement**
- **Select & Prioritize**

**Business Shift**

- Modify
Effective governance leverages various aspects of a workforce program, such as; technology, analytics, automation and supplier strategy.

Driving leading edge governance ensures participation across HR, procurement and operational leadership all the way up to the C-Suite.

Few companies today, however, are excelling at the development of comprehensive governance structures which might propel their strategies to optimization and best in class.
How visible to the CEO could you be?
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Session information and evaluation how-to’s

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This was **Lab B**

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