

Human Capital Strategy: Re-Assessment

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The Three R's – How Do You Survive?

Re-
Assessment of
the Workforce

Who - Calibrate
the Workforce

Retrenchment

How to Treat
People with
Dignity and
Respect

Re-
Engagement

What can we do to
motivate you?

Re-Assessment of the Workforce

Business
Objectives and
Human Capital
Strategy

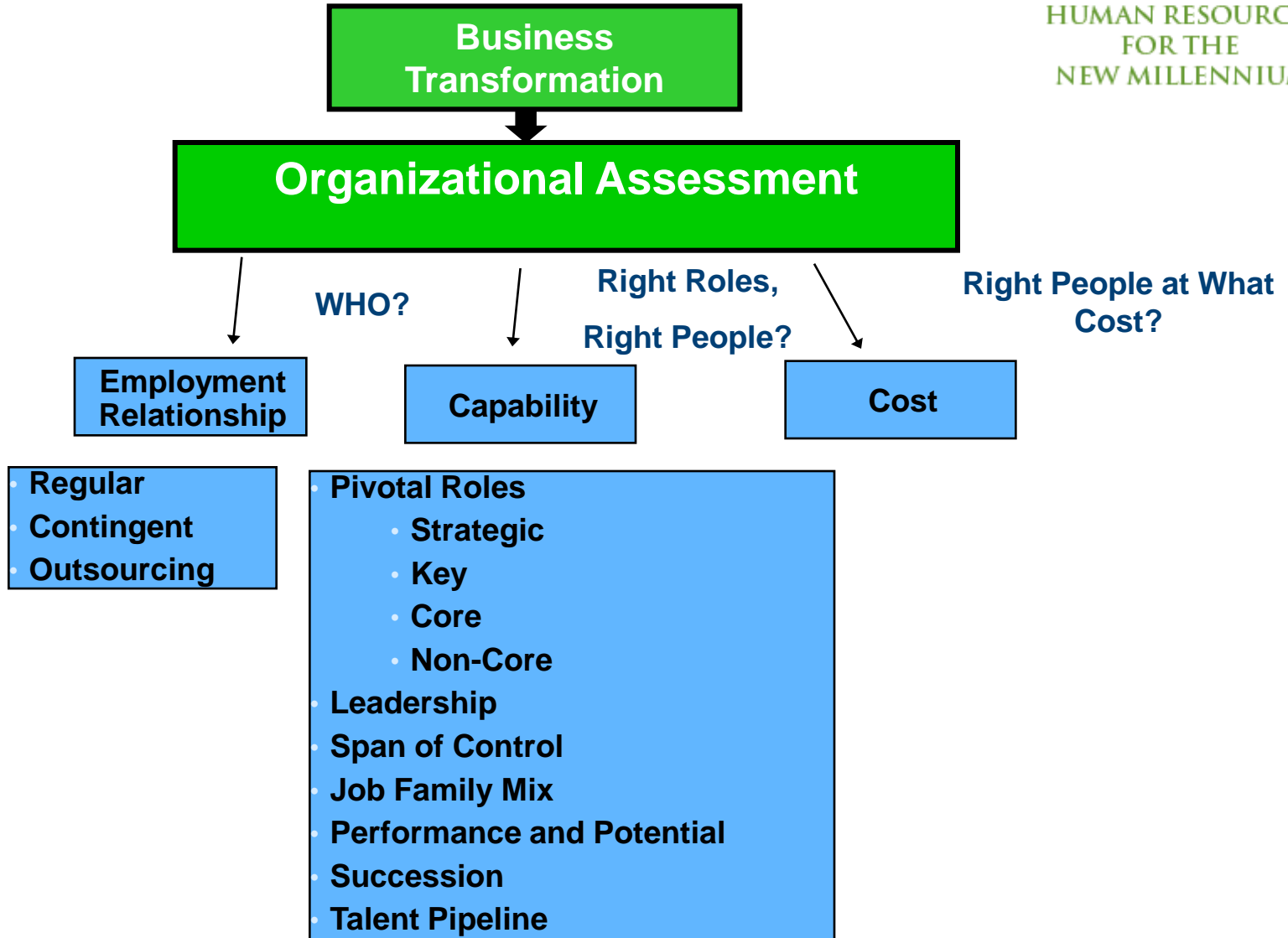
Capabilities –
Pivotal Roles,
Performance and
Potential

Cost – How much?

Key Questions

- How will the Company's business changes impact the workforce in terms of pivotal roles and critical skills needed ?
- What gaps in skills do you have, between what your talent has now, and what you need in the future, to support the Company's business strategy?
- Is your best talent assigned to the pivotal roles?
- What is the cost of the right people? How much should you be paying?

Example: Assessing Org Capability



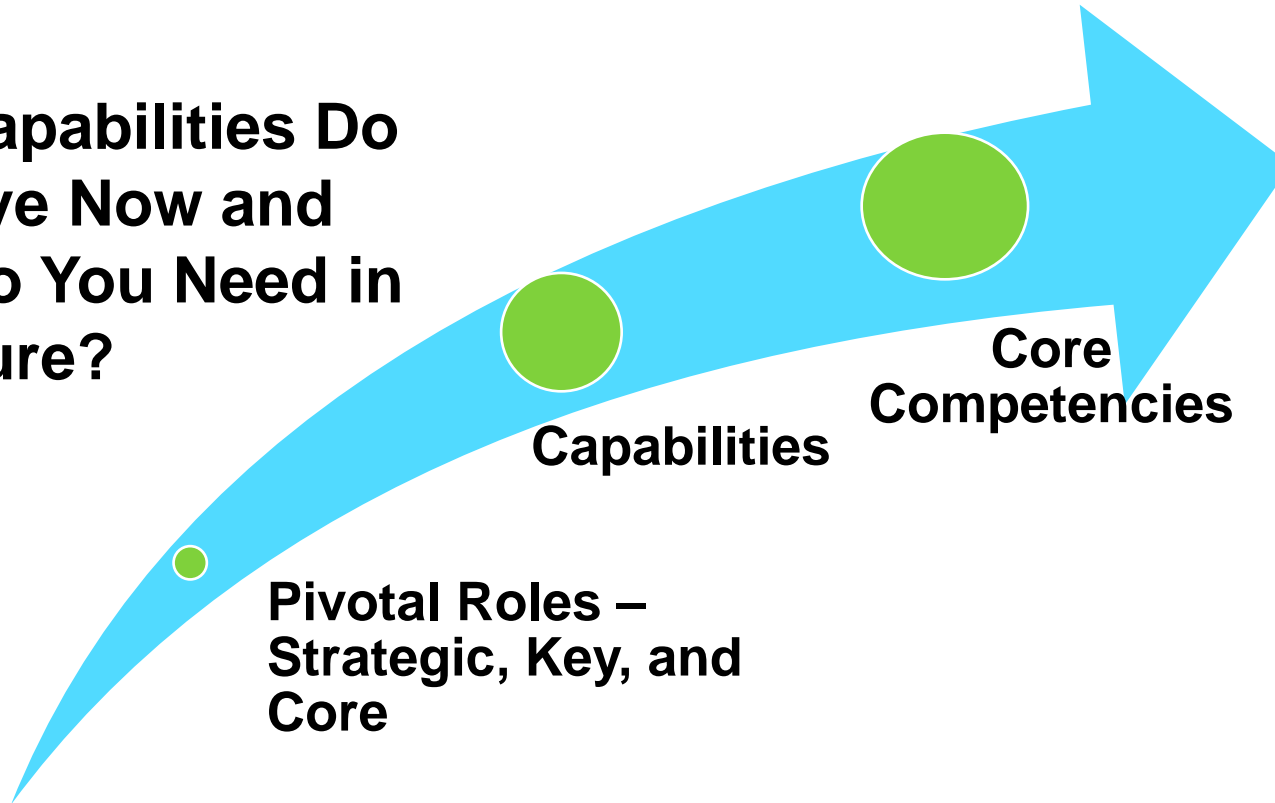
Pivotal Roles and Capabilities

"Today, 42% of companies are identifying critical (pivotal) roles and capabilities to a considerable degree within their organizations, but only 17% are doing this consistently across the organization. This inability to consistently identify future skill requirements creates challenges for organizations trying to build capability."

Hewitt's "The State of Talent Management: Today's Challenges, Tomorrow's Opportunities", in partnership with HCI

Re-Assessment of the Workforce Aligned to Meet Business Goals

**What Capabilities Do
You Have Now and
What Do You Need in
the Future?**



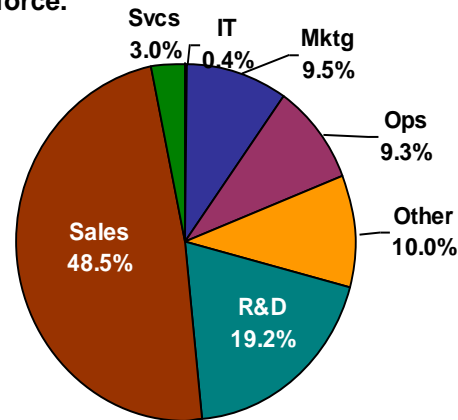
Assessing Current and Future Pivotal Roles - Example

Current Workforce

	<u>Actual</u>
Business HC	12,361
Layers	8
Span of Control	1/25
Exec %	3.2%

Current Employee Headcount – Roles

In a pie chart format, identify the job function mix as a percentage of your business workforce.



List the current top 5 pivotal roles

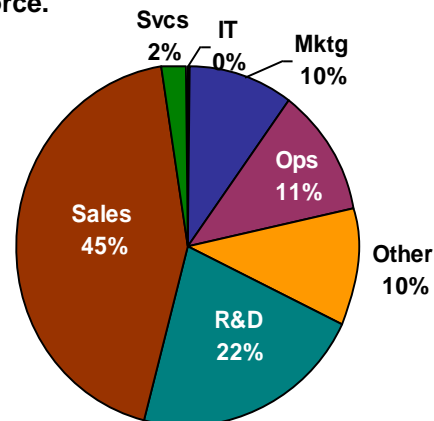
1. Volume Direct Sales
2. Channel Sales and Operations
3. R and D
4. Marketing
5. Ops Management
6. Customer Services

Future Workforce Landscape

	<u>Goal</u>
Business HC	10,000
Layers	6
Span of Control	1/35
Exec %	2.5%

Future Employee Headcount - Roles

In a pie chart format, identify the job function mix as a percentage of your business workforce.



List the required top 5 pivotal roles

1. Emerging Market Sales
2. Volume and Channel Sales
3. R and D
4. Ops Management
5. Marketing

Example: Differentiate Pivotal Roles from Performing Employees

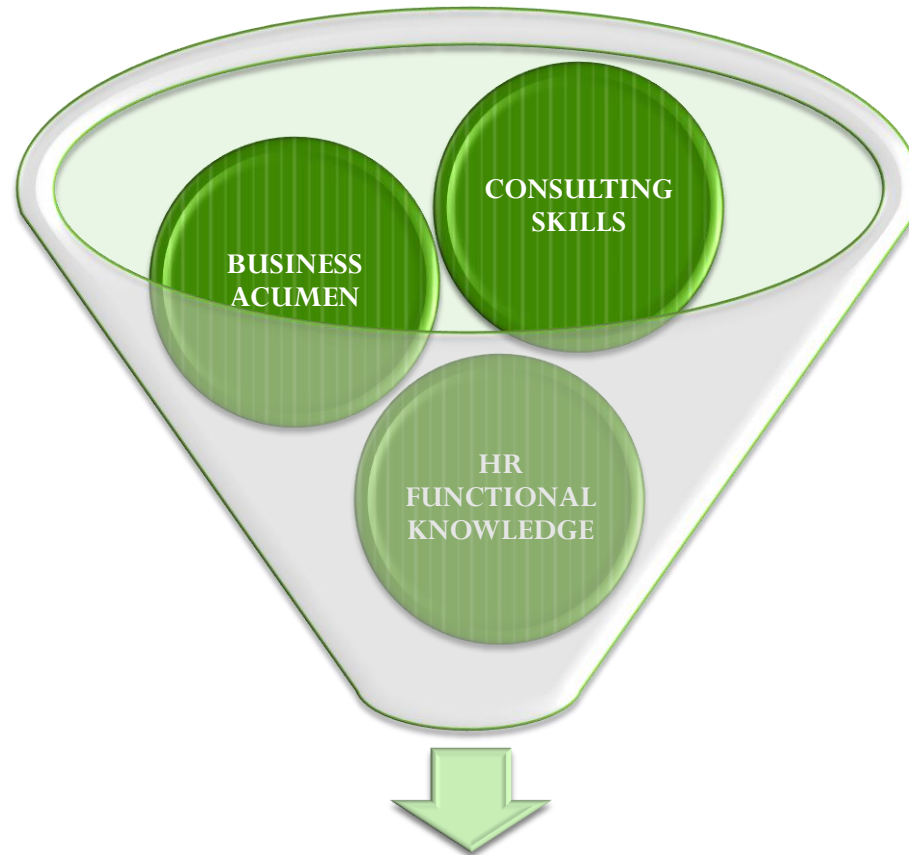
Pivotal Roles - Functions

- Channel Sales
- Business Marketing
Development
- Information Technology
- Talent Management
- Finance
- R and D

High Performers - People

- Consistently over-achieves job expectations and goals.
- Demonstrates behaviors consistent with Company values
- Strong leadership skills
- High Potential for advancement to two levels higher within the next five years

Example: Core Competencies



**Pivotal Role – Strategic
Human Capital Planning**

Example: Calibration of Employee Performance and Potential

□ Performance - Examples

- Responsibilities and Scope of Job
- Company Values
- Company Goals

□ Potential - Examples

- Attributes such as collaboration, flexibility, adaptability, commitment, passion
- Aptitudes and Capabilities such as creativity, natural leadership, capacity for learning new technical skills, growth

Right People? Right Roles?

Step 1: Define strategic, key, core direct selling roles
and;

Step 2: Define core competencies of roles, independent of the
people!

Step 3: Evaluate or “calibrate” the workforce, for example, use
factors that make sense for your organization:

- a. MBO and/or Quota Achievement
- b. Overall Performance to Current—
- c. Potential for new role
- d. Performance Trend

Step 4: Assess the gap – how to get the right people in the
right roles!

Example: Right People, Right Role

Sales person	Quota/ MBO Ach (1 – 4)	Overall Perf To Current Role (1 - 4)	Potential (1 – 3)	Skills Eval (1-4)	Perform Trend (1-3)	Total Pts
Joe	1	1	2	2	2	8
Mary	2	2	1	3	3	11
John	3	4	3	4	3	17
Steve	4	4	3	4	3	18

Right People at the Right Pay?

