



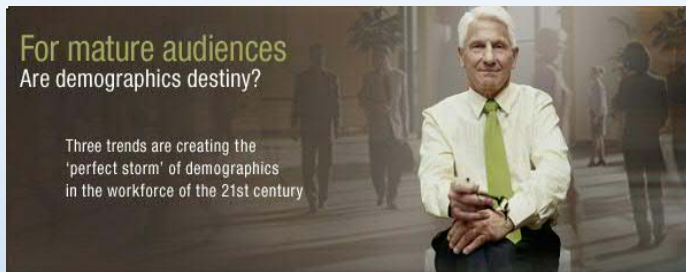
知享会
HR Excellence
Center

Translating business strategy
into talent demand to manage
workforce planning more agile and
responsive



The Business Mandate for Talent Management

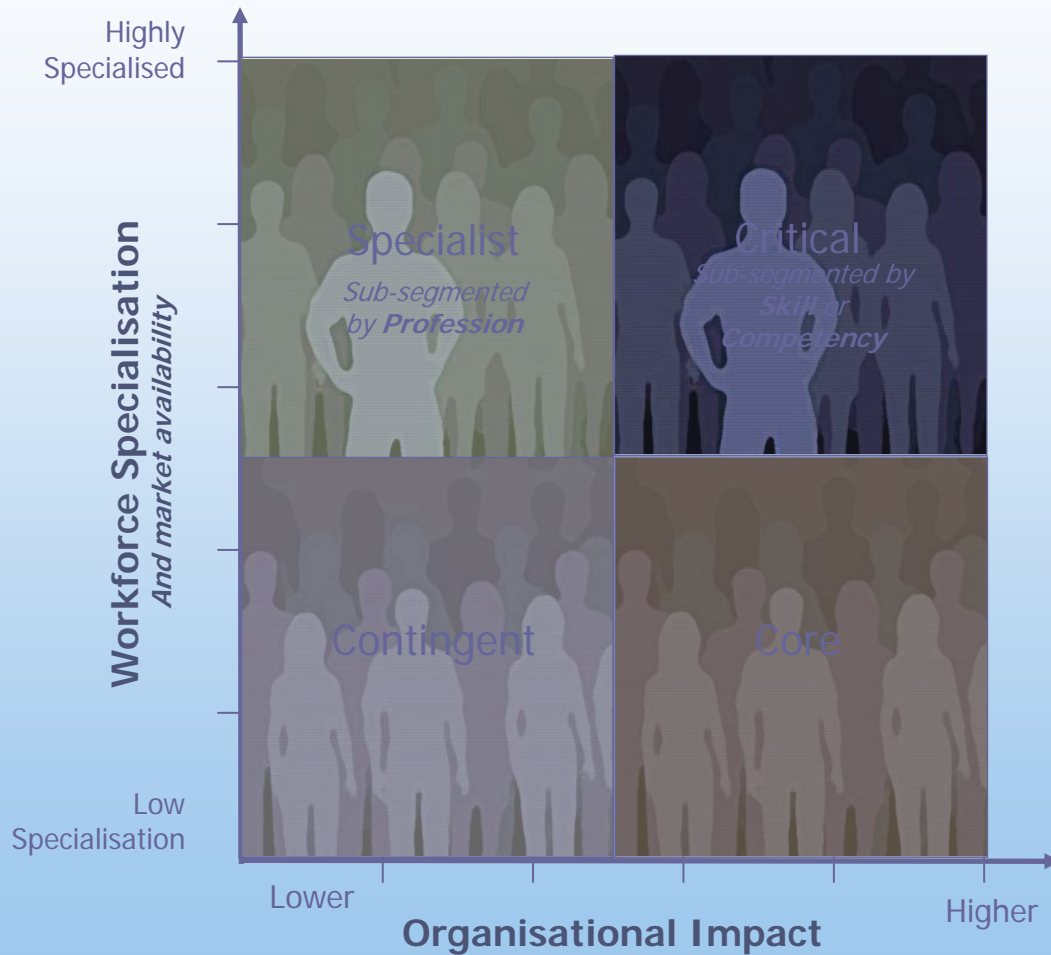
The War on Talent has escalated. Organisations are recognising the importance of managing resources effectively and seamlessly across business units.



Companies want:

- The ability to on-board talent and bring new employees up to speed quickly to drive revenue growth.
- The ability to manage a dynamic and borderless workforce, constricted only by policy and legal decisions -- not IT systems.
- The agility to react to global change through employee and organisational data -- a requirement of doing business in the global marketplace.
- The ability to proactively plan for changes through workforce management, planning and analytics, enabling managers to run their business more effectively.
- The ability to process workforce changes with immediate global reach.

Traditional HR planning approaches tend to focus on Building Capability within targeted workforce segments



- Support building or retaining key capability
- Do not always consider optimal deployment of existing capability
- Often lack data and process integration:
 - operations
 - recruitment
 - learning
 - transition

Workforce Management Initiative (WMI)



WMI is a series of strategies, policies, processes and tools which enable optimal workforce deployment built on a foundation of learning.

Workforce Management Initiative



Anticipating, building and effectively deploying the skills of employee worldwide is critical to company's business success

WMI represents a comprehensive approach that supports a globally integrated enterprise

Our view of workforce is very broad, it includes:

- "Buy" hire a permanent or fixed-term employee
- "Build" redeploy, leveraging learning
- "Borrow" utilise a subcontractor or external service provider

Workforce optimisation requires linkage of four core disciplines



Key Solution Components

WMI Business Model

Expertise Taxonomy

PD Tool / CV Wizard

Integrated Learning

Opportunity Marketplace

Professional Marketplace

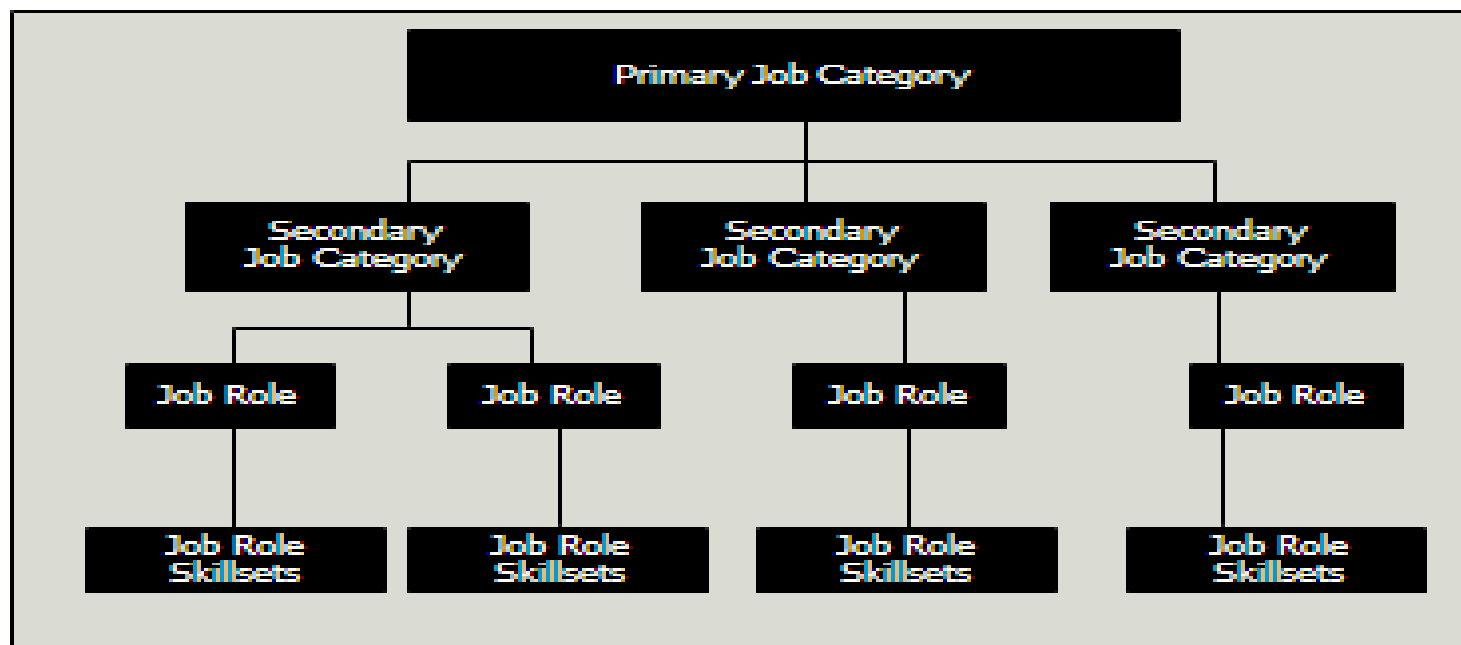
Powerful Analytics and Visualisation Tools

W3 On Demand Workplace

- Hierarchical and globally standardised
- Professional Development Tool, Personal Business Commitments, Resume / CV tool
- Defined career paths, recommended learning, skills capture
- Internal and external recruitment portal
- Workforce planning and assignment
- Forecasting, optimising, tracking: developed by company Research
- User-centric portal, bringing it all together : Workforce Dash Board, Your Career

Expertise Taxonomy

Core Elements of Expertise



Other Elements of Expertise



Creating inventory of expertise

Enabled by: Professional Development Tool (**Expertise Assessment Profile**)
and CV Wizard (**CV/resume**)

Used by: **Employees and managers**

Purpose: **To create individual expertise profiles and resumes, post management-approved availability dates as appropriate**

A dynamic application that provides for the functions of professional development, career planning and resource management

Recruiting, applying for jobs

Enabled by: **Global Opportunity Marketplace**

Used by: **Employees, applicants, managers and recruiters**

Purpose: **Enhanced applicant tracking system – one system worldwide using global processes for job requisitioning, job matching, applicant assessment**

A global solution that connects external applicants, employees, managers, and recruiters to engage in the on-demand exchange of skills and opportunities

Find a professional



Enabled by: **Professional Marketplace**

Used by: **Resource deployment managers, project managers, and all people managers**

Purpose: **One worldwide repository of all exempt employees and their CVs, skills and expertise to be matched against project/client assignments**

A global solution that provides real time information needed to assign resources faster, streamline the deployment process and create increased value for clients

Capacity Planning & Optimization

Enabled by: **Resource Capacity Planning, OnTheMark, Demand Capture, Metro**

Used by: **Resource Planners**

Purpose: **Processes and Tools that collect demand, match to supply, perform gap analyses, provide optimization**

A set of business unit specific solutions that enable resource planners to identify skills gaps and gluts then create optimal plans for resolution

Navigation

- Determine Resource Supply
- Conduct Gap Analysis
 - Manage Matching Techniques
 - Manage Capacity Statements
 - Capacity Statement Report
 - Create Capacity Statement
 - Delete Capacity Statement
- Prepare Resource Plans
- Track and Measure Execution
- Administration
- Registration
- Change Role
- Help

Related links

- Access RCP DataMart
- Site Secured by IBM Intranet Password

Gap analysis results

The Gap Analysis is displayed below for the first month. To view the gap analysis in more detail, click the Customized report link.

Customized report

Admin	Line of business	Geography
BLCARTER@US.IBM.COM	AMS	AP

Items 1 - 8 of 8

Gap Analysis Detail									
Job role	Skillset	Global optimization type	Resource type	Supply start gap	Supply start glut	Supply start gap %	Supply start glut %	Total supply	start
ADE CONSULTANT ²	UNSPECIFIED ²	Non-Global	SUPPLEMENTAL	0	756	0	500	131	
ADE CONSULTANT ²	UNSPECIFIED ²	Non-Global	SUPPLEMENTAL	0	756	0	100	756	
APPLICATION ARCHITECT ¹ ²	UNSPECIFIED ²	Either	WHOLLY OWNED SUBSIDIARY	0	131	0	100	131	
APPLICATION DEVELOPER ¹	UNSPECIFIED	Either	WHOLLY OWNED SUBSIDIARY	0	131	0	0	756	

Gap Analysis Detail

¹ - Superscript 1 indicates a key job role/skillset. Key job role/skillsets are highlighted using a yellow background.

² - Superscript 2 indicates that the threshold is exceeded. Job role/skillsets that exceed the percent threshold are displayed in bold red.

Bringing it all together for the manager.

“**Workforce Dashboard**”, an integrated task-based interface, provides managers with a view of their employees’ data as well as access to managerial forms and tools

... bringing it all together for the employee

“Your career” portlet on w3 provides employees with personalized, all-in-one status of their career development tasks and activities

- Your PBC (Personal Business commitments)
- Your Resume / CV
- Your Expertise
- Shows date last updated

WMI is a series of strategies, policies, processes and tools which enable optimal labor deployment built on a foundation of learning

For the business: ***New insight for business planning***

- Units can more rapidly view available skills against projects and client engagements (more seamless redeployment with one virtual bench).

For managers and other leaders: ***Broader visibility to available talent***

- Ability to fill jobs more quickly and with greater accuracy in matching employee/applicant expertise to job requirements, pulling from a WW database of all professional employees and subcontractors

For employees: ***Improved visibility to career opportunities***

- All professional employees will have published expertise and skills profiles; personalized career guidance will aid career progression/improve climate

“To help company grow, we needed to create a whole new way of thinking about how we manage and grow our global talent, on an integrated basis,”

Over five years, hard and soft benefits totaling \$1,496M have been documented and agreed to by business and finance teams

WMI Progress

