BUILDING A MODERN PA & SWP FUNCTION

Intro

- Currently the Head of People Analytics & workforce Planning at Zoetis, the global leader in animal health

- 10+ years in Talent Acquisition/TA leadership

- 5+ years in People Analytics & Workforce Planning

- HCI Strategic Workforce Planner certified

- Experience working with startups to Fortune 500 companies

Sarah Sheffer

Challenges

- Data living in disparate systems (HRIS, ATS, LMS, Engagement, etc.)

- Reporting capabilities manual and data not easily accessible

- Minimal visibility into current and historic metrics/trends

- Lack of confidence in the accuracy of reports and data produced

- Workforce planning not engrained in the strategic direction

Poll using options on slide 3

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PA/SWP Maturity Model

Level 1

Basic Reporting

- Data from different sources
- Static reports
- Requires interpretation and processing in order to create insights
- **Goals:**
  - Respond to people data requests
  - Accurately track and report headcount

Level 2

Advanced Reporting

- Real-time interactive dashboards
- Customizable metrics and proactive reporting
- Annual workforce planning
- **Goals:**
  - Improve HR decision making
  - Build business familiarity and data literacy with people metrics

Level 3

Real-Time Analytics

- Real-time analytical data processing
- Statistical analysis to solve business problems
- Identification of issues and actionable solutions
- 12-36 month workforce plans
- **Goals:**
  - Enable HRBPs to be proactive
  - Faster ID and resolution of business issues

Level 4

Predictive Analytics

- Application of machine learning and predictive models
- Simulation and scenario planning
- 3-5 year workforce plans
- **Goal:**
  - Drive business outcomes

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Goals

Establish — Establish processes, tools, and metrics

Align — Align with strategic business planning

Serve — Serve as governance for HR data

Promote — Promote best practices

Build — Build a solid PA/SWP foundation

Establish

- Identify key stakeholders
- Get to know your customers and understand their challenges
- Solicit feedback on the questions that the business wants to answer with people data
- Identify and establish metrics to support the questions that are top of mind
- Create an intake process
- Establish a prioritization methodology
- Set expectations on timing
- Automate the data collection process

Align

Organizations rely on workforce planning to map existing and future talent needs. Without strategically analyzing the skills gaps within the business and projecting what skills will be required as the business evolves, the organization will lack the critical talent and knowledge needed to deliver on strategic goals.

Serve

What is Data Governance?

Definition

Data governance is the capability that enables (a) the existence of high-quality data (b) proper controls around how the data are used.

Data governance encompasses the people, processes, and information technology required to create proper handling of data across the business.

Some goals include:

1. Increasing consistency and confidence in decision making
2. Designating accountability for information quality
3. Enabling better planning
4. Minimizing or eliminating re-work
5. Optimizing efficiency of data utilization
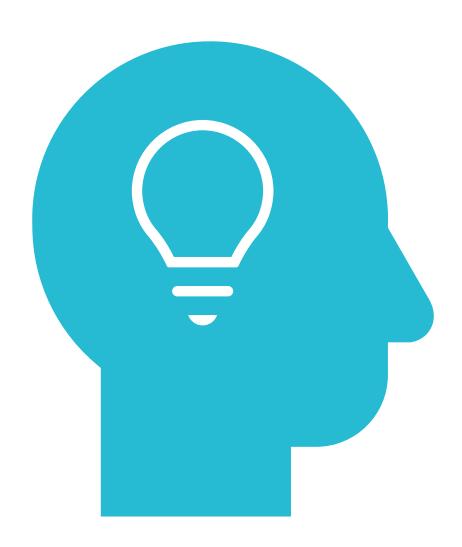6. Defining how data is verified and shared

Forming a PDGC

A **People Data Governance Committee** typically includes delegates from COEs and HRBPs; all teams that depend on accurate data to perform their jobs effectively.

The Committee Ensures

- Trusted data is delivered across the enterprise
- The availability, usability, and integrity of data are managed continuously
- Data is used effectively
- Data is not misused
- Policies and standards are defined and applied
- Procedures for data security and privacy regulation compliance are integrated

Sample PDGC Structure

Position	Description	Proposed members	Time Commitment
Executive Champions	Executive-level officers acquainted with the People Analytics strategy/road map		As needed – To get involved for questions/issues requiring escalation and/or direction
Convener	Envisions data strategies and ensures value-creation from data assets		~1-2 Hours Weekly
Data Stewards	Oversee the lifecycle of people data in the organization to ensure its quality and integrity		~1 Hour Weekly
Council Members	Contribute relevant COE/HRBP experience in developing processes, raising awareness to data risk areas, and defining metrics		30 Minutes Biweekly
Influencers	Go-to group for pressure testing new ideas, data definitions, and processes		As needed – Input based on topic and area of impact

Promote

The "analytics" piece of workforce planning, and analytics refers to the process of determining, with data, whether you have the right number of people, with the right skills, in each functional area based on your short- and long-range business plans. Here are a couple of tools that I like to use during the workforce planning process.

Step	Step 1 Strategy Analysis	Step 2 Talent Segmentation	Step 3 Role Analysis	Step 4 Supply & Demand Analysis
Description	Define strategic goals and objectives	Identify the critical roles that are core to business success and difficult to recruit and develop Prioritize roles based strategic business objectives	Deconstruct work for each critical role (as prioritized) to determine the individual job tasks and skills needed	Capability review to determine current supply and future demand for critical roles
Constituents Involved	Clear direction from business leaders on organizational strategy and desired outcomes			
Output(s)	**HR** to review goals and thoroughly understand desired direction and outcomes			

Step	Step 5 Environmental Scanning	Step 6 Gap Analysis	Step 7 Talent Management Strategy
Description	Conduct environmental scans and scenario planning to understand current and potential market changes	For each critical role (as prioritized) determine where gaps exist in both skills and headcount	Create a plan to leverage existing resources, build (upskilling/reskilling) buy/hire/acquire, rent, or borrow talent
Constituents Involved			
Output(s)			

Talent Segmentation

Role	Description & Characteristics	% of Total Roles
Strategic	• Directly impact strategy delivery • "Never out/Mission critical" roles, as you never want to have vacancies in these roles • Not defined by organizational chart level but by value delivered • **Succession** and **Hiring Plans** should be in place for talent in these roles	10-15%
Critical	• Relate to operational excellence and revenue production • Usually tightly aligned to either the development or delivery of a product or service • **Workforce Planning** should be created for the high impact/high volume roles in this category	20-30%
Supporting	• These roles "keep the lights on" • Business infrastructure needed to operate • Identifying opportunities for **Automation** and **Outsourcing** can help manage cost and efficiency	60-70%
Misaligned	• These roles are no longer required based on the business strategy • Early identification provides time to **Retrain** and **Redeploy** these resources	As Few As Possible

Build

PA Technology Evaluation Criteria

Tool	Interactive Dashboards	Predictive Modeling	Workforce Planning	Push Reports	External Benchmarks	Data Integration	Data Export

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A little progress each day

adds up to big results.

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