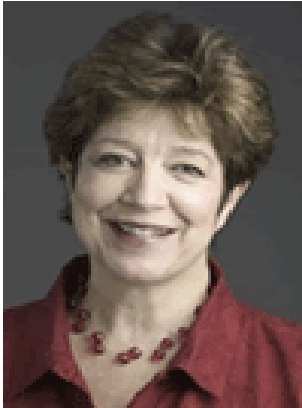# Buy, Build, Borrow, Redeploy, or None of the Above

New Options for Closing Talent Gaps
Dr. Mary B. Young, Principal Researcher, Human Capital, TCB

Researcher

Mary B. Young, D.B.A.
Principal Researcher, Human Capital
The Conference Board

- Latest report: *Buy, Build, Borrow or None of the Above*

- Leads TCB's research program on strategic workforce planning and authored numerous reports on global human capital issues

- Research featured in *The New York Times, The Wall Street Journal, Time, Business Week, Workforce, HR Executive, CFO,* NPR's *Morning Edition*

- Received her doctorate in organizational behavior from Boston University's Graduate School of Management

Traditional HR Solutions for Closing Talent Gaps

A. Buy (hire)

B. Build (train and develop)

C. Borrow (use contingent workers, consultants)

D. Redeploy (send people to where the work is)

HR Framework for Closing Talent Gaps

Traditional HR Framework
A. Buy
B. Build
C. Borrow
D. Redeploy

What's New in This Report
- Hybrids
  - ✓ Buy *and* build
  - ✓ Build *and* buy
- New versions of B,B,B,R
  - ✓ Talent eco-system
  - ✓ Crowdsourcing
  - ✓ Talent communities
- None of the above
  - ✓ Redesign process, jobs
  - ✓ Outsource work
  - ✓ Eliminate work

Rather Than Jumping Immediately to Talent Solutions, Focus First on *Organizational* Capabilities

Or, before you reach for your favorite hammer or screwdriver, engage business leaders in defining what they're trying to build

- ✓ A bridge?
- ✓ A shopping mall?
- ✓ A cabin by the lake?
- ✓ An inlaid mahogany jewelry box?

1. What are the organizational capabilities we will need in the future?

- Which current capabilities will we need to maintain, grow, or strengthen?

- Which capabilities will become less important?

- How long will it take us to develop the new capabilities needed?

- What current capabilities can we leverage to develop those needed in the future?

2. What Are the Strategic Options to Build These Capabilities?

- **Demand**: How would our workforce need to change to deliver our future organizational capabilities? (#, skills, experience, location, etc.)

- **Supply**: What is our *internal* talent supply? Is *external* supply adequate?

- **Gaps**: Where are the biggest gaps? Which are most important strategically? Which pose biggest risk? For which gaps is talent not a feasible solution?

- **B, B, B, or Redeploy Talent:** Feasibility, costs and benefits

- **None of the Above Alternatives**: Feasibility, costs and benefits
  - ✓ Do we really need to do this work?
  - ✓ Do we have to do it in the same way that we've done in the past?
  - ✓ Can we change our business processes, redesign our organization or jobs?

What "None of the Above" Means

- It's *no*t about turning down business leaders by saying, "HR can't deliver."

- It's about evaluating other alternatives and making a recommendation based on data (e.g., in this instance, talent isn't a viable solution, or only a partial solution)

- The HR person isn't "just" and HR person but a *business leader* whose *functional expertise* is HR

The Big Shift in HR's Role

HR's role shifts from filling orders ("Hire 20 more sales people in China to meet next year's revenue targets.") to helping to shape business strategy.

To do this, HR must be able to:

- Assess the supply, quality, performance, and cost of talent and compare these across business units and locations and to the industry as a whole.

- Deliver these insights in a way that business leaders understand and will use.

- Understand the levers for managing demand, ***including those that lie outside HR's traditional domain***.

Highlights of Case Studies

Lockheed Martin	Talent Communities / Talent Acquisition
GE	Global Talent Strategy
Southern California Edison	Workforce Analytics and Planning

Panelist

Marvin Smith
Strategic Talent Sourcing | Talent Community Strategist
Lockheed Martin

- Responsible for talent acquisition, sourcing, branding, and engagement strategies that leverage tools, teams and technology to maximize success for enterprise wide initiatives

- Previously held positions in strategic talent sourcing & program management with the Bill & Melinda Gates Foundation, Blackberry, and Microsoft

- Authored several articles for *Fortune, Recruiting Trends, ERE Media*, and other publications
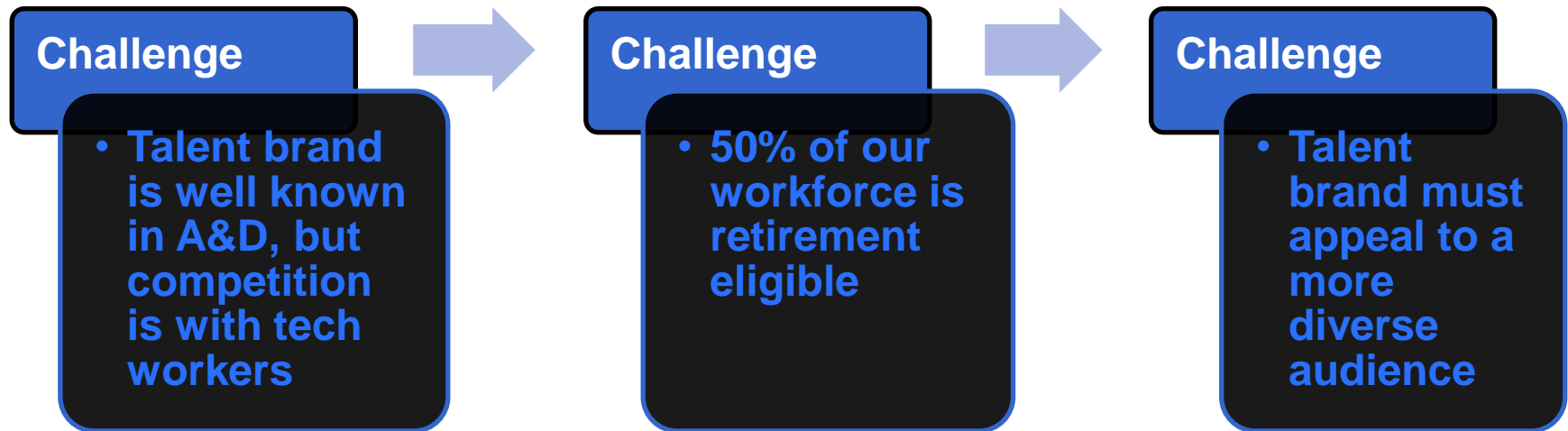
What is a Community?

Exploring the Military Connect Community

LOCKHEED MARTIN

Talent Acquisition Vision

Lockheed Martin's TA vision for external hires is to have the *Right Candidate*, at the *Right Time*, in the *Right Place*, at the *Right Price*. A community strategy offers a methodology to achieve that end.

Challenge
- **Talent brand is well known in A&D, but competition is with tech workers**

Challenge
- **50% of our workforce is retirement eligible**

Challenge
- **Talent brand must appeal to a more diverse audience**

Why Build a Community?

- **Social Revolution**
  - Lost control of brand message
  - Customer makes decision before speaking with us
  - Discuss experience on social sites
  - Trust the feedback of strangers over our brand message
  - Expectation of transparency

- **Thesis:** Lifelong learners
- **Thesis:** Use non-job content to engage and bring valuable & relevant information to target audiences
- **Thesis:** Key talent segments, a strategic investment is warranted to engage and nurture relationships with the target audiences

What is a Community?

A community is a group of people with *shared values, behaviors* and **artifacts**.

-Rachel Happe, Co-Founder of The Community Roundtable

What is a Community?

"**Online communities are bodies of people joined together by a *common interest.*"**
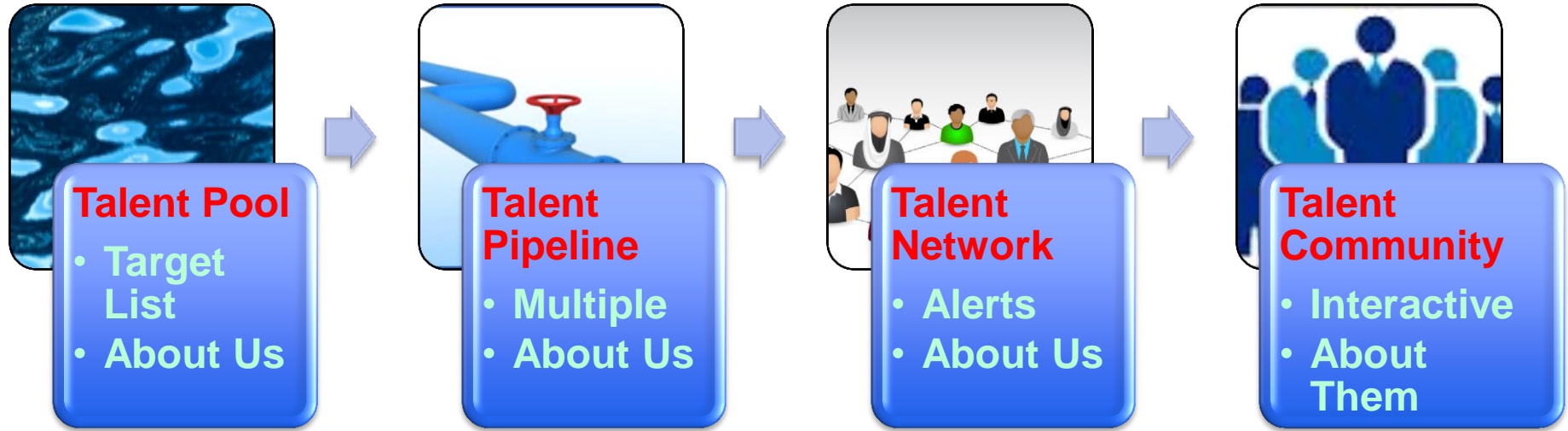
-Jeremiah Owyang, founder of Crowd Companies

What is a Talent Community?

"An online talent community is a group of people that *share an affinity* **for an organization, profession or skill that** *connect, share opinions, exchange information, and collaborate* **using web tools."**

-Master Burnett, Strategy Chief, BraveNewTalent

What is a Talent Community?

Talent Pool
- **Target List**
- **About Us**

Talent Pipeline
- **Multiple**
- **About Us**

Talent Network
- **Alerts**
- **About Us**

Talent Community
- **Interactive**
- **About Them**

Business Reasons

- **Create a community that taps into our *ecosystem-employees, customers and alumni***

- **Approximately 24% of employees have served**

- **10-12% of current external hires**

- **Former military are key talent segment**

- **Lockheed Martin is committed to giving back**

Military Connect

Edit

Community Managers

David Wallace

Pages

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Questions

Mentors `33`

Members `3105`

Contributors `3`

Welcome!
Military Connect was conceived by Lockheed Martin to give back to those who have served us. Military Connect is based on the notion that we must all be lifetime learners in order to stay relevant in our work and careers. In addition to original content from our members, we are curating content from 200+ sources that will provide ideas, opinions, suggestions, and advice.

I want to learn from [New ▾] posts

Share something you've learned or found interesting

www.linkedin.com
Top 10 Resume Writing Tips from a Recruiter

17 Mar 2015 ▾

Danny "Wham-O" Frisby-Griffin ↳ Military Connect
Here is another's perspective on the top 10 resume writing tips.

♡   ⬜

Be the first to comment

Top Contributors

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Corin Gonzalez — 3 POINTS

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http://www.lockheedmartinjobs.com/transitioning-military.asp

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Mentors

Dean Da Costa TSIS (Open Networker)
"Helping People Connect with their Destiny" By "Finding what cannot be Found"

Phil Prevatte
Military Relations Manager at Lockheed Martin - Eastern Region

Marvin Smith
Talent Community Strategist | Social Recruiting Technologist | Strategic Talent Sourcing

Karen Weikle
Business Operations Manager, HUD Information Technology Services at Lockheed Martin

David Wallace
Military Relations Project Manager at Lockheed Martin

John T. Sloan
Talent Acquisition Visionary at Lockheed Martin

Amanda Wedige
Program Manager at Lockheed Martin

Steven Dutkus
Program Manager, Flying Training at Lockheed Martin

Doug Freund
Sr Manager Facility Engineering Products - Manage all aspects of Facility Engineering activies for the...

Danny "Wham-O" Frisby-Griffin
Doctoral Candidate - Political Science at the University of Nebraska-Lincoln

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Welcome to the Military Connect Community!

Military Connect was conceived by Lockheed Martin to give back to those who have served our country. Military Connect is based on the notion that we must all be lifetime learners in order to stay relevant in our work and careers. From over 200 sources we are curating content that provides ideas, opinions, suggestions and advice you can use, whether you are considering leaving the military, in the process of transitioning from the military, or a veteran who is already in a civilian career. In addition, we offer access to conversations, mentorship and career direction from the Lockheed Martin team. While this community was founded by veterans and other members of the Lockheed Martin team, it is not about us -it is about you who have served our country.

We believe that the Military Connect community offers something unique—an opportunity to interact with veterans that have blazed a trail for you. In addition, you can connect with experts on interviewing, job searching, resume writing and all the elements of a successful migration to a civilian career. To get the most out of this community, we recommend you 'follow' topics and 'connect' with other members of interest to you. You can change what you follow at any time to adjust your experience.

Our team regularly shares content on the following topics: Job Search Management, Interview Tips, Job Search Inspiration, Career Networking, Lifelong Learning, Resume Preparation, Career Management, Civilian Job Market Realities, Career Research, Veteran Transition to Civilian Work

Career Advisers

Introducing the Lockheed Martin *Military Relations* team: This team is dedicated to just one thing; easing your transition. You can connect with them on Military Connect (by clicking their profiles); on Live Chat for Veterans; or at one of the Military Career Fairs we attend.

David
Military Relations Project Lead

David joined the U.S. Navy in 1988 and began his military career as a Photographers Mate, serving aboard the USS Fulton (AS-11) and USS Forrestal (CV-59). He earned the designation of Enlisted Surface Warfare Specialist, sailed on two Mediterranean cruises and was involved in Operations Desert Shield and Desert Storm. His shore tours included working at the Naval Explosive Ordnance and Disposal School and Naval Explosive Ordnance and Disposal Technical Division where he served as the Leading Petty Officer for the Public Affairs Office. David then decided to change career paths and completed his last 13 years as part of the Career Recruiting Force as a Navy Counselor. He served as a Recruiter-in-Charge for five additional assignments with tours at Andrews Air Force Base, Md., NAS Patuxent River, Md., Adelphi, Md., Augusta, Ga., and Anacostia, D.C. A few of his significant accomplishments include: Area Southeast's Small Station of the Year and Intelligence Recruiter of the Year.

Upon retirement, David came to Lockheed Martin as a Senior Employment Representative in June 2009. Shortly thereafter, he assumed the position as one of our Military Relations Managers until April 2013 when he accepted his current position. David is based in Arlington, Va., and acts as Project Leader for activities involved in veteran outreach, hiring and cross-functional enterprise support. He holds an M.B.A. with a concentration in Human Resource Management from Trident University International.

Charles
Military Relations Manager-Capital Region

Charles retired as the United States Marine Corps Senior Service Representative to the U. S. Army War College in June 2013. A native of Scranton, Pa., he enlisted in 1984 and served as an artilleryman in the 10th Marine Regiment, 2nd Marine Division, attaining the rank of Corporal prior to his commissioning as a Second Lieutenant. Designated an operational communications and information systems officer, Charles served in every element of the Marine Air Ground Task Force (MAGTF), with the privilege of leading Marines and serving with all the services at every rank and level, before retiring as a Colonel.

Charles' tours of duty include service throughout the Western Hemisphere, the Pacific, the Middle East, and Europe. Charles has combat tours during Operations Desert Shield/Desert Storm and Operation Iraqi Freedom. He served as Commanding Officer for the Marine Corps Recruiting Station in Orlando, Fl., Inspector-Instructor, 6th Communication Battalion and Commanding Officer and the 4th Marine Corps District. He has also served on the Joint Staff at the Pentagon.

Charles holds a Bachelor of Arts degree from Dickinson College, Carlisle, Pa. He is a graduate of the Marine Corps Amphibious Warfare School, Marine Corps Command and Staff College, has served as a Marine Corps Corporate Fellow on Wall St, and is a 2006 graduate of the U.S. Navy War College, Newport, R.I.

Based in Arlington, Va., he travels the Capital Region coordinating with the area's multiple military installations and helping those transitioning from the military to Lockheed Martin.

Military Connect

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David Wallace

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Jobs

If you are interested in exploring a career at Lockheed Martin, we invite you to discover opportunities that may map to your interests, skills and abilities. When you click a job link, you will be redirected to a web page where you can tell us who you are professionally and choose to recieve information about Lockheed Martin that is of interest to you. We have designed our career site to make it easy to learn about our careers, our businesses and our values. We place a special emplasis on military relatations and offer personal interactions including live job events at numerous military bases and live chat by appointment.

Recently posted **Search all Jobs**

Mortgage process customer service FHA bilingual Spanish Albuquerque NM   Albuquerque, US   2015-03-15

A bilingual (Spanish/English) customer service position in an inbound Call Center. Work schedule is 9:45am to 6:15pm Mon - Fri. Answers routine questions from the general public on FHA home mortgage programs and HUD properties. Follows scripts in a content management database to ensure accurate and consistent information is...

Mortgage process customer service FHA Albuquerque NM   Albuquerque, US   2015-03-15

Seeking a mortgage specialist (prefer FHA experience) in Albuquerque, NM to support HUD. The shift available is 9:45am to 6:15pm Mon-Fri. This position responds to inbound calls, emails, faxes, live chat and written correspondence from the lending industry on FHA mortgage programs as assigned. Utilizes a Knowledge database...

Prj Mgt & Plng Opns Rep Stf   Beaufort, US   2015-03-15

PTC Training Operations Support Manager Management and Oversight of: PTC IT Operations, ALIS Data Base/OMS Administrators, PTC and all Squadron Schedulers, PTC Registrars, Pilot Simulator Technicians, Shipping and Receiving Clerk, Facility Maintenance Technician, and the Spares & Property Custodian Clerk. Requires some...

Software Engineer Asc   Littleton, US   2015-03-15

Work within a system that employs the latest Microsoft technologies and PC hardware, integrating real-time control software, control/status operator HMIs and Mission Planning. Responsible for bug fixes and enhancements to the software system that is currently under system integration and test. Experience in C++ is required, preferably in a...

Air Conditioning Mechanic   Multiple Locations, US   2015-03-13

See Complete Job Description. This occupation requires the installation, maintenance, repair, and overhaul of plant air conditioning, ventilation, refrigeration and cooling systems and controls. Knowledge and Ability Required Ability to install, operate, maintain, repair and overhaul air conditioning, ventilation, refrigeration and cooling systems and...

Curate

Sort by: **Date Published** ▾

find by 🔍   **Delete 7,106 unpublished item**

Unpublished	7,106
New Topics	0
Flagged for Later	0
Added Articles	0
Blog Posts	0
Featured	0
Published	**6,924**
All Articles	14,178
All Topics	1

refine by 🔍

🏷 Veterans in Transition: Target Audiences : Veteran Transition	6,414
🏷 Career Guidance : Managing Your Career	4,743
🏷 Career Guidance : Researching	4,502

7 talks to help you find the right job | Playlist ⤢

at 1:35 pm from TED: Ideas worth spreading
indexed 5 hours ago via Twitter search for "#militarytransition"

👎 ✓ ✕

At her first museum job, art historian Sarah Lewis noticed something important about an artist she was studying: Not every artwork was a total masterpiece. She asks us to consider the role of the almost-failure, the near win, in our own lives. In our pursuit of success and mastery, is it actually our near wins that push us forward?

categorized in Career Guidance : Managing Your Career, Career Guidance : Researching Potential Employers, Community Development : Talent Community, Veterans in Transition: Target Audiences : Post-Transition, and Veterans in Transition: Target Audiences : Veteran Transition

5 Things to Never Say in a First Job Interview ⤢

by Anita *at 10:29 am from* On the Job by Anita Bruzzese
indexed at 11:16 am via On the Job by Anita Bruzzese

👎 ✓ ✕

Blogs, Instagram, Facebook and Twitter provide forums to share our thoughts on a daily basis. We might complain about the rotten weather, how long we had to stand in line to get coffee or the dog that barked all night and kept us awake.

But when it comes to interviewing, you need to be more careful in what you choose to say because what your followers on Twitter may see as a funny rant against a slow barista comes across as whiny and immature to a hiring manager.

categorized in Career Guidance : Answering Those Tough Interview Questions, Career Guidance : Building A Personal Brand Using Social Media, Career Guidance : Networking As A Job Hunting Tool, Career Guidance : Researching Potential Employers, Career Guidance : Things You Need to Know About The Civilian Jo, Community Development : Talent Community, and Veterans in Transition: Target Audiences : Veteran Transition
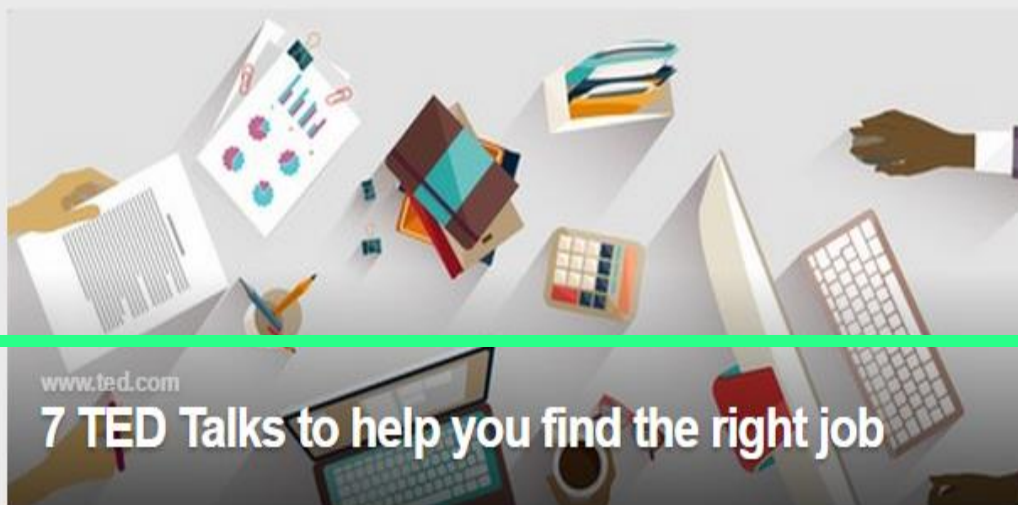
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I want to learn from [New ▾] posts

Share something you've learned or found interesting

www.ted.com
7 TED Talks to help you find the right job

Topics: • Managing Your Career • Lifelong Learning   17 Mar 2015 ▾
• Inspirational Job Hunting Stories • Managing Your Job Search
Veterans All Stages

Military Connect
7 talks to help you find the right job. You want work that makes you feel happy, challenged, appreciated, and like you are making a positive contribution. Below, talks for the job hunt to help you find that elusive combination.

Top Contributors

Danny "Wham-O" Frisby-Griffin	11 POINTS
Corin Gonzalez	3 POINTS
Mossab Alatoom	2 POINTS

Mentors 33

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Phil Prevatte

Marvin Smith

Karen Weikle

David Wallace

Members 3105

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Key Performance Indicators
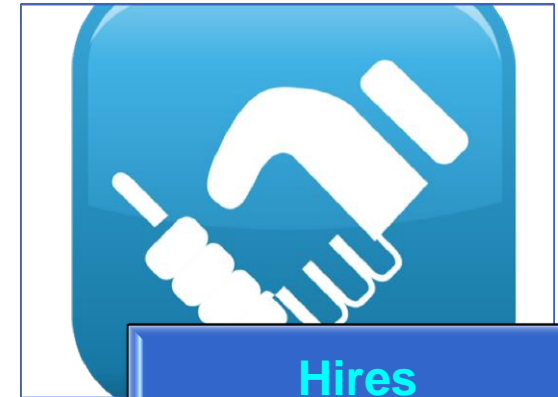
Connections

Content

Comments

Conversations

Community

Hires

Metrics of Success

Connections

- **3299 Visitors**
- **2176 Members**
- **66% of visitors join**

Content

- **61K –pages viewed**
- **10 pages/session**

Comments

- **1267 Posts**
- **1660-comments**
- **Likes-3795**
- **Learns-340**

Conversations

- 44% of community 5X visitors
- Visit duration, 17 minutes

Community

- **Adding new member every 30 minutes**
- **3200+ members**

Hires

- **39% applied for jobs**

Revised KPIs

Connections

Content

Survey

Comments

Conversations

Stakeholders

Community

Hires

Pay It Forward

Additional Communities-2015

Cyber Security

Diversity & Inclusion

Engineers

Marvin Smith
@talentcommunity
www.linkedin.com/in/marvsmith
marvin.e.smith@lmco.com

Paul Fama, Senior Leader, Organization and Talent Development at GE Corporate on Global Talent Strategy

Panelist

Paul C. Fama
Senior Leader, Organization and Talent Development
GE Corporate

- Oversees talent-related initiatives that integrate GE executive development, learning and the Global Growth Organization

- Formerly served as Senior Human Resource Manager (SHRM) for GE Latin America and Manager, Executive Development for GE Corporate

- Led HR for GE Energy's Oil & Gas business based in Florence, Italy

Conference Board
Buy, Build, Borrow, None of the Above

Paul Fama
March 16, 2015

Globalization 2.0 … The context

Globalization drivers

- Market opportunities … infrastructure play

- Technology: Access to knowledge and disruptive technologies

- Resilience: Countries overcoming instability → speed

- Cost advantages … leveraging scale

- Competition: challenging us in more places

GE's global progression

- Develop new capabilities … industrial internet
  - 1% improvements
  - Own the machines and data

- Be agile
  - Continuous talent discussion
  - From annual to monthly People Reviews

- Support from the top: "We are raising the stature of everything global in GE. We need to be faster and more local." … Jeff Immelt
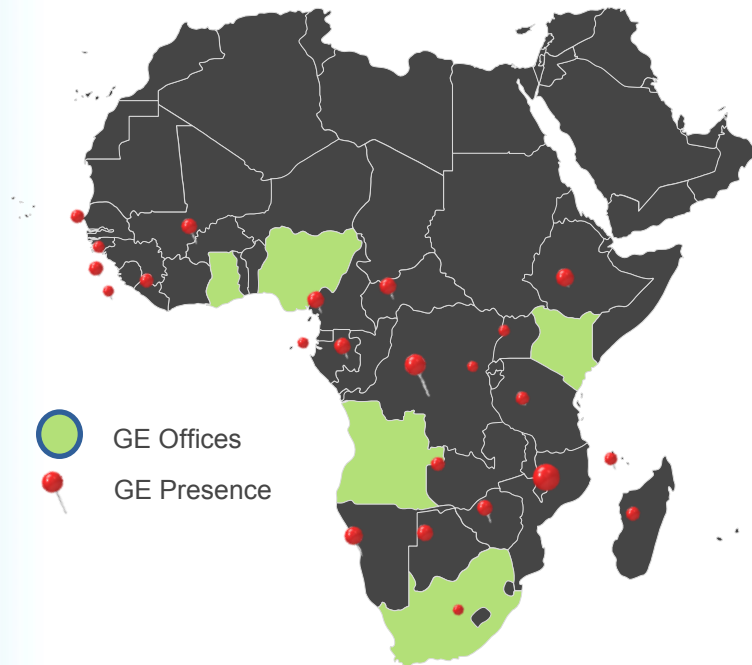
Globalization 2.0 … The infrastructure

- Create Global Growth and Operations organization

- Expand workforce planning capability

- Develop strong local "buy" COE

- Leverage highly developed learning structure

- Develop "new" workforce alternatives

Buy and Build and Borrow

Localization Imperative:
Africa, current reality

GE Offices
GE Presence

Talent Scarcity + Quality of Education

- ➢ Local graduates scarcity
- ➢ Diaspora reluctant to return home
- ➢ Talent war driving up C&B
- ➢ Low investment in Talent Development

Strict Localization Mandates + Immigration

- Angola: 3 locals for every GME; toughest work authorization policy
- Mozambique: 10 Locals for every GME
- Nigeria: 2 locals for every GME
- Kenya: 1 local for every GME; max work authorization, 2 yrs

Complex and dynamic market … Must be local to win

Using new talent development muscles

Buy
First all female business process and training center in Riyadh


Build
A long tradition of leadership development

- $1B in training annually
- Crotonville + Shanghai, Bangalore, Rio, Abu Dhabi and Munich
- Top-notch leadership programs
- Leaders who teach

- Borrow … grabcad, Kaggle, Quirky, etc.
- Redeploy … expats, Short-term assignments
- None of the above … org structure and values that foster collaboration (adaptive teams and incentives)

Focus and drive implementation to increase growth market pipeline

A Global Journey …

Plan for new capabilities

Buy

Build

Redeploy

Borrow

None of the above
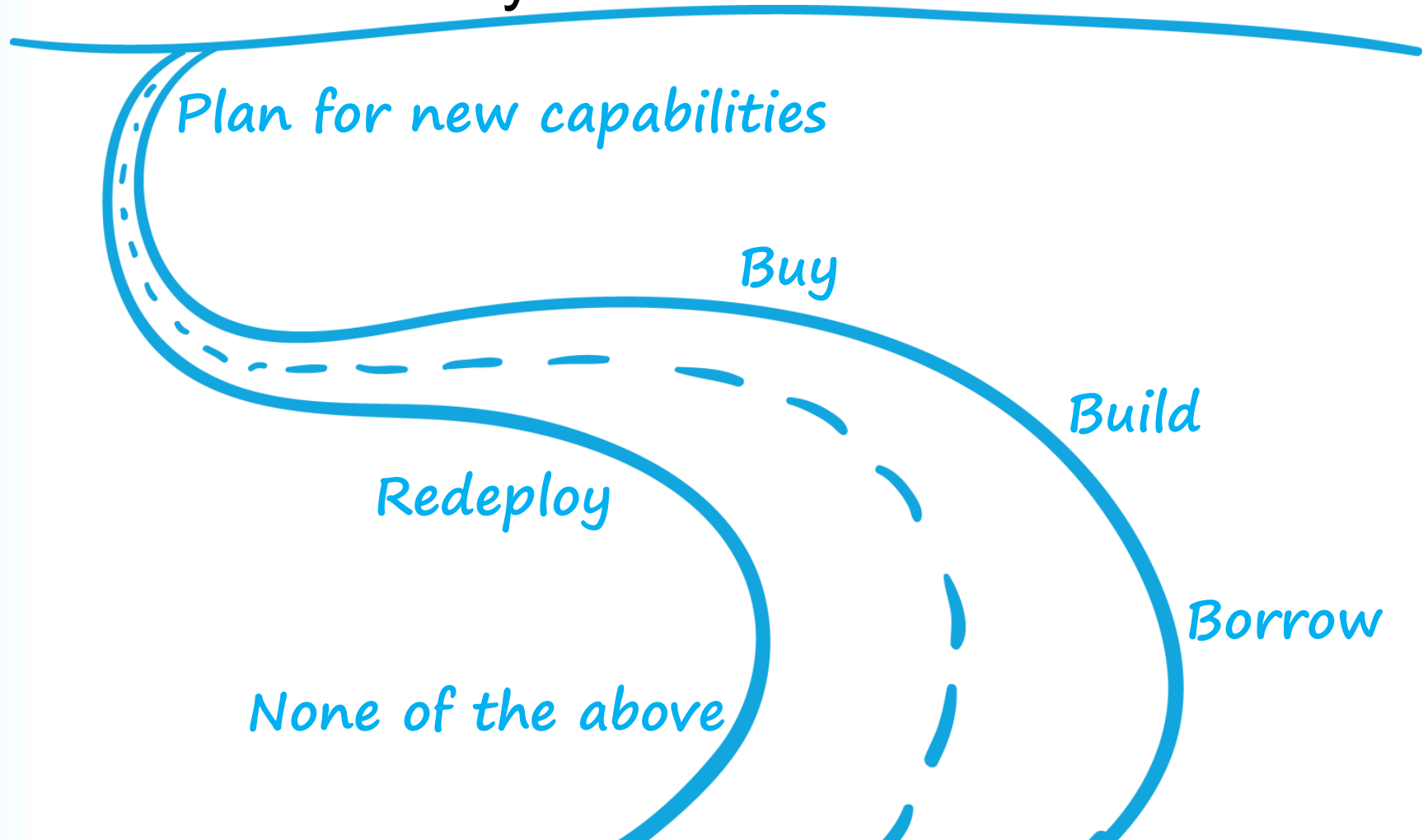
To develop global talent capable to meet local challenges

Michael L. Manning, Principal Manager- HR Shared Services and Jay Helmer, Senior Manager- HR Strategy & Workforce Insight at Southern California Edison on Workforce Analytics and Planning

Panelist

Michael L. Manning
Principal, HR Shared Services Division
Southern California Edison

- Led the design and implementation of Edison's workforce planning program in 2010

- Now leads a group of approximately 60 HR professionals on 5 teams performing a variety of HR functions, including enterprise-level workforce planning and workforce analytics

- Held various roles in Operations Management, Engineering, and HR with Siemens and Merck

- Received his MBA with Beta Gamma Sigma honors in Operations Management at California State University-San Bernardino

Panelist

Jay Helmer
Senior Manager HR Strategy and Workforce Insights
Southern California Edison

- Possesses more than 15 years' experience in Talent Acquisition, Organizational Design, HR Analytics, and Program Management

- Leads the team responsible for Workforce Planning, Workforce Analytics and Insights

- Received his MS in Human Resource Design from Claremont Graduate University

Southern California Edison (SCE), an Edison International company, is one of the nation's largest investor-owned utilities.
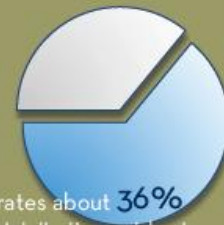
SCE generates about **36%** of the electricity it provides to customers, with the remaining **64%** purchased from independent power producers.

SCE's service territory includes about **430** cities and communities with a total customer base of about **4.9 million** residential and business accounts.

The company serves nearly **14 million** people in a **50,000-square-mile** service area within Central, Coastal and Southern California.

SCE is regulated by the California Public Utilities Commission and the Federal Energy Regulatory Commission.

SCE maintains more than **115,000** miles of transmission lines.

SCE's service territory contains approximately **1.5 million** electricity poles.

Based in Rosemead, Calif., the utility has been providing electric service in the region for more than **120** years.

During the past five years, SCE's energy efficiency programs have helped customers save enough energy to power **1.2 million** homes for a year.

In order to continue powering California's growing population and economy, SCE plans to invest up to **$20.4 billion** over the next four years expanding and strengthening its electric system infrastructure.

If you were to lay down the wires that makeup SCE's extensive transmission and distribution network end to end, they would traverse the United States approximately

40

times.

SCE was founded on **July 4, 1887**.

In 2012, SCE handled more than **14 million** phone calls in **7** languages.

In 2012, Edison employees donated more than **240,000** volunteer hours.

SOUTHERN CALIFORNIA
EDISON®
An *EDISON INTERNATIONAL*® Company

The Utility Industry

On a larger scale, the industry is an important part of our nation's economy. It pays billions of dollars in tax revenue, contributes 2 percent to the nation's economy, and provides jobs to more than 500,000 Americans.

Utility Industry Employment 2014

270,000
EU-HRCP

Other
280,000
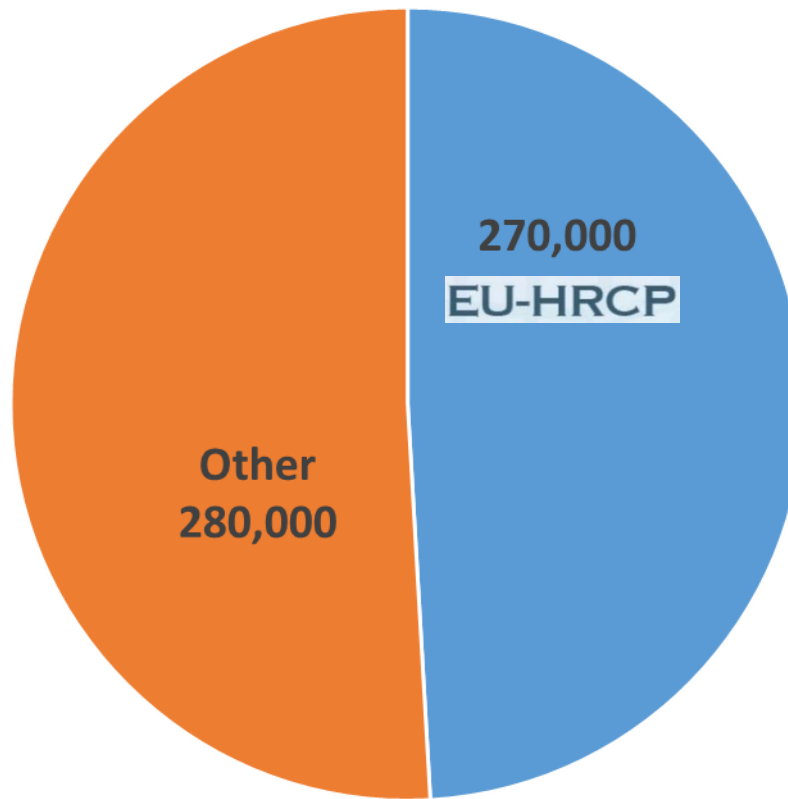
Industry Supply

Data on ~50% of utility workforce

Electric **U**tilities **H**uman **R**esources **C**ommunity of **P**ractice (EU-HRCP)

~30 data points from 35+ utilities

Including data such as:
- External hire rate
- Attrition rate
- Attrition by tenure
- Retirement rate

Center for Energy Workforce Development Industry Demand

Industry Demand from 80+ Utilities

Job Category	Potential Replacements 2013 - 2017		Potential Replacements 2018 - 2022	
	Potential Attrition & Retirement	Estimated Number of Replacements	Potential Retirement	Estimated Number of Replacements
Lineworkers	32%	24,100	14%	10,300
Technicians	41%	28,300	14%	10,100
Plant Operators	42%	14,900	13%	4,600
Engineers	34%	9,200	12%	2,900
Total	36%	76,500	14%	27,900

Totals exclude Nuclear

Industry Demand from 80+ Utilities
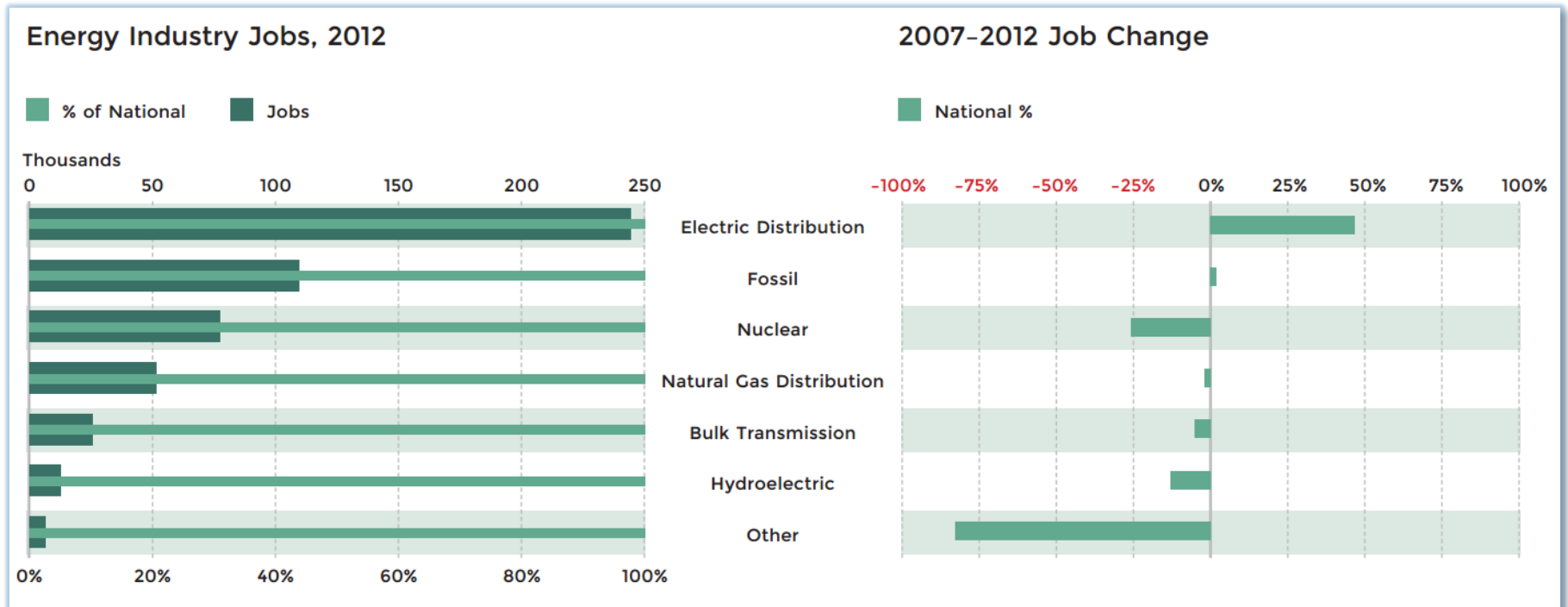
ROADMAP: STRATEGIC WORKFORCE PLANNING PLAYBOOK

WFP 1.0	WFP 2.0

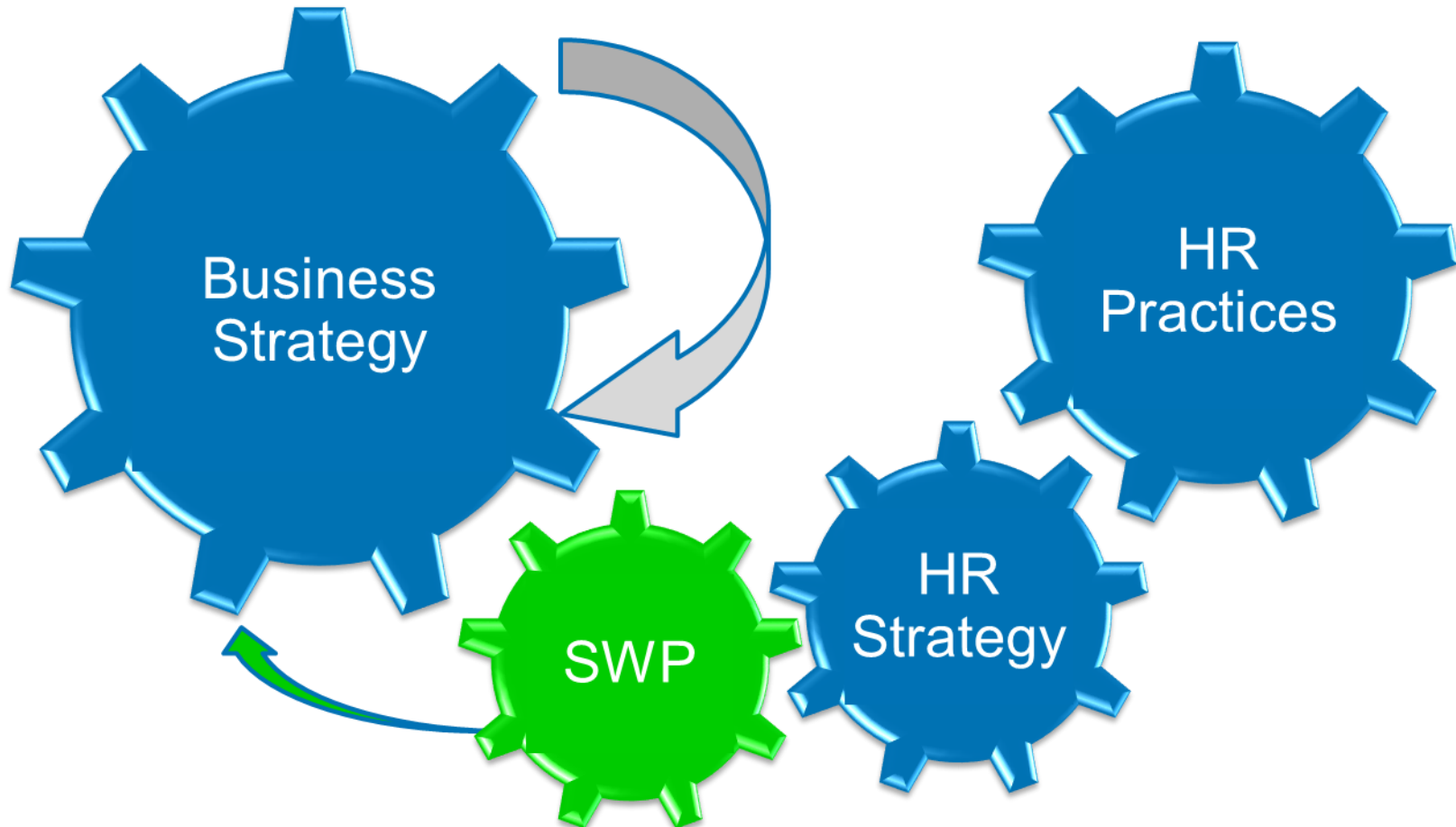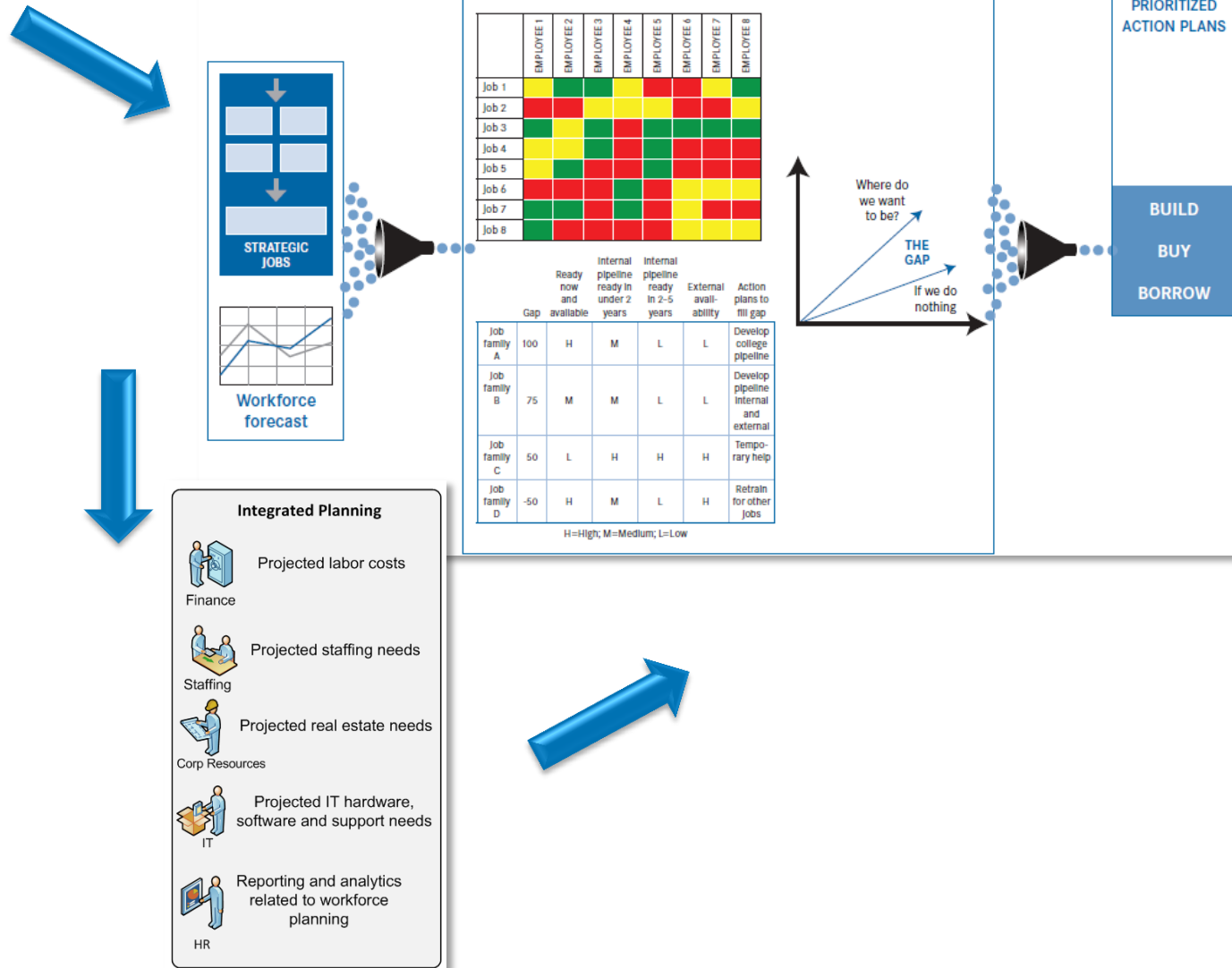| 1. Understand Business Strategy	2. Identify the Capabilities Needed to Execute Business Strategy	3. Diagnose Talent Risks to Business Strategy	4. Develop a Plan to Address Talent Risks and Gaps	5. Track Plan Relevance and Execution
Step 1: Build business leader buy-in for strategic workforce planning. **Step 2:** Engage with business leaders to understand strategic objectives.	**Step 3:** Identify the capabilities most critical for strategy execution. **Step 4:** Assess the organization's current capabilities based on strategic needs. **Step 5:** Create scenarios to assess how environmental shifts will impact talent needs.	**Step 6:** Diagnose internal talent availability gaps and surpluses. **Step 7:** Identify internal talent alignment gaps. **Step 8:** Evaluate internal talent retention risks. **Step 9:** Assess external talent supply.	**Step 10:** Allocate capability investments to fill talent gaps and reduce talent surpluses. **Step 11:** Develop a strategy to close prioritized gaps. **Step 12:** Identify and manage potential barriers associated with chosen strategies.	**Step 13:** Reevaluate the plan on an ongoing basis. **Step 14:** Measure and communicate progress toward talent goals.

As SWP gains credibility and matures, it also becomes an *input* to business strategy.
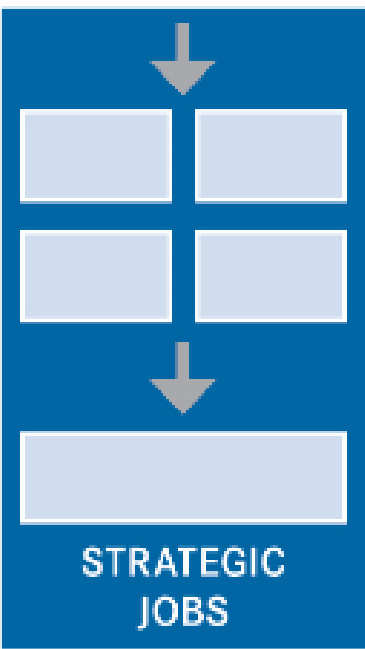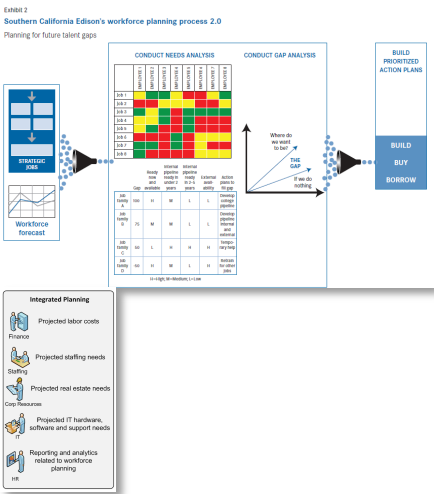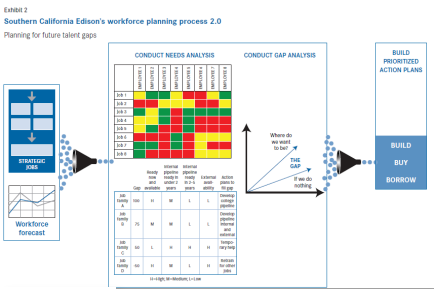
Exhibit 2

Southern California Edison's workforce planning process 2.0

Planning for future talent gaps

CONDUCT NEEDS ANALYSIS

CONDUCT GAP ANALYSIS

BUILD PRIORITIZED ACTION PLANS

	EMPLOYEE 1	EMPLOYEE 2	EMPLOYEE 3	EMPLOYEE 4	EMPLOYEE 5	EMPLOYEE 6	EMPLOYEE 7	EMPLOYEE 8
Job 1								
Job 2								
Job 3								
Job 4								
Job 5								
Job 6								
Job 7								
Job 8								

	Gap	Ready now and available	Internal pipeline ready in under 2 years	Internal pipeline ready in 2-5 years	External availability	Action plans to fill gap
Job family A	100	H	M	L	L	Develop college pipeline
Job family B	75	M	M	L	L	Develop pipeline internal and external
Job family C	50	L	H	H	H	Temporary help
Job family D	-50	H	M	L	H	Retrain for other jobs

H=High; M=Medium; L=Low

Where do we want to be?

THE GAP

If we do nothing

STRATEGIC JOBS

Workforce forecast

BUILD

BUY

BORROW

Integrated Planning

Projected labor costs
Finance

Projected staffing needs
Staffing

Projected real estate needs
Corp Resources

Projected IT hardware, software and support needs
IT

Reporting and analytics related to workforce planning
HR

Business Strategy

HR Practices

HR Strategy

SWP

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Southern California Edison's workforce planning process 2.0
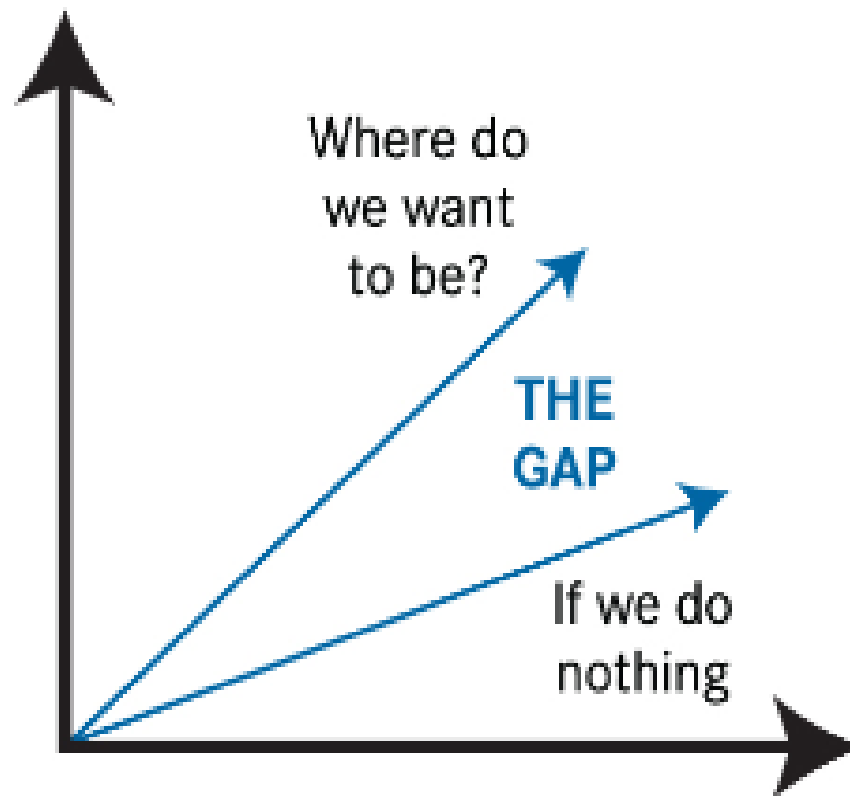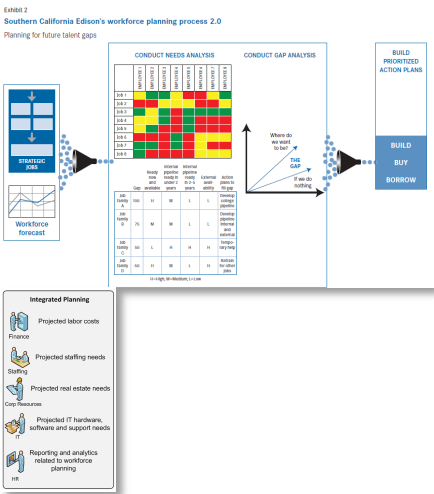Planning for future talent gaps

STRATEGIC JOBS

Workforce forecast

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Planning for future talent gaps

Integrated Planning

Projected labor costs

Finance

Projected staffing needs

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Southern California Edison's workforce planning process 2.0
Planning for future talent gaps

Where do
we want
to be?

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If we do
nothing

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Planning for future talent gaps

Integrated Planning

- Finance — Projected labor costs
- Staffing — Projected staffing needs
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- HR — Reporting and analytics related to workforce planning

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BUILD PRIORITIZED ACTION PLANS

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Key points from case study

Industry Supply

Data on ~50% of utility industry workforce

Industry Demand

80+ utilities annual workforce demand

Community of Practice
(Recruiting, Training, Real Estate)

Process Champions From Business

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Business Strategy

HR Practices

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SWP
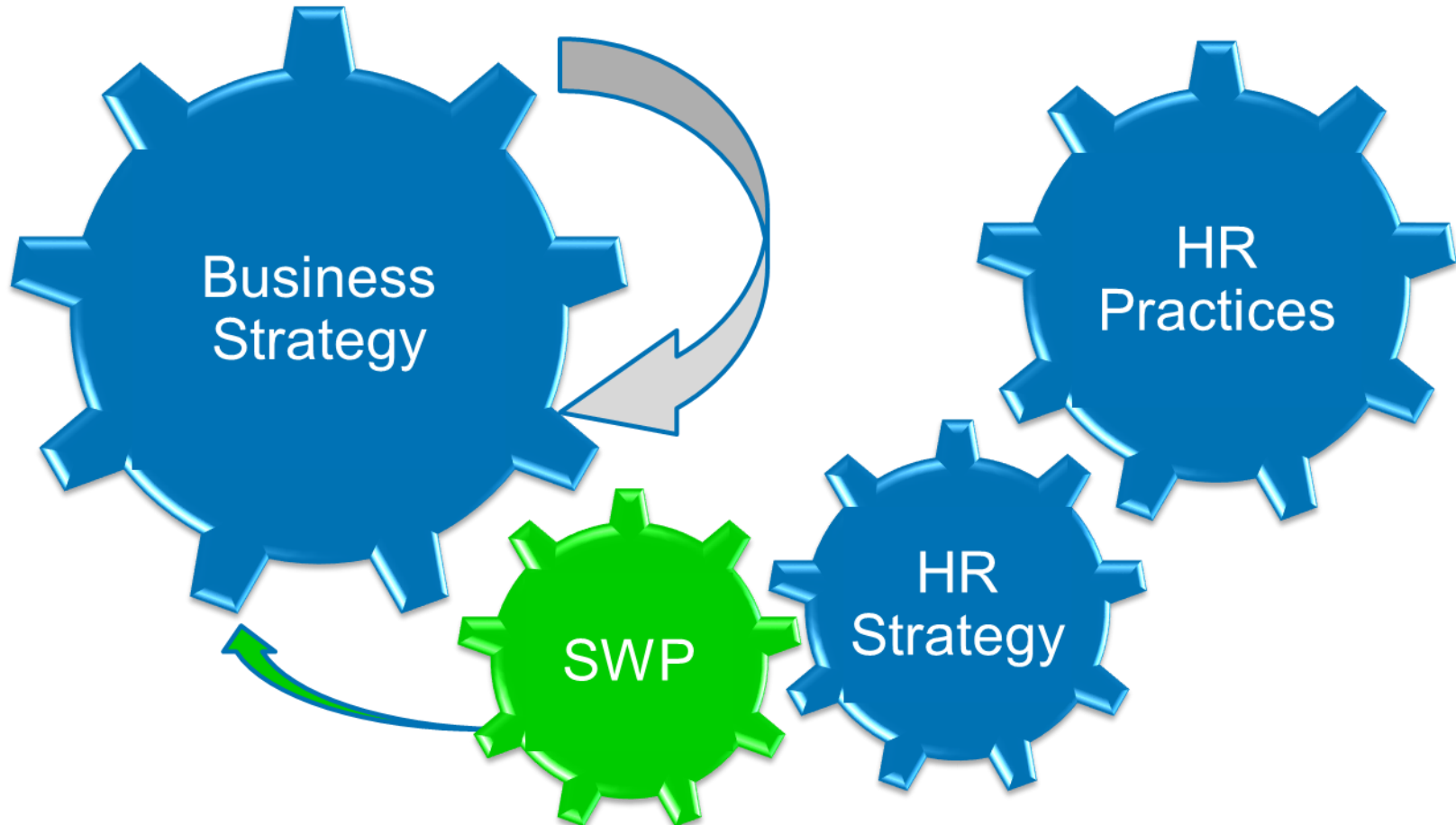
- **Strategic Overview**
- **Full Report**
- **Functional Summaries**
  - **CFO**
  - **CSO**

Buy, Build, Borrow, Redeploy, or None of the Above