Strategic Workforce Planning (SWP)

Do you have a plan in place to ensure your business has the right people with the right skills in the right place at the right time to fulfil your organisational strategy?

The world of work is becoming a increasingly complex place to navigate. With economic uncertainties and demographic shifts, it is impossible for organisations to use simple head-count calculations to determine their desired workforce. Strategic Workforce Planning is becoming the most sought-after competency in HR and business today. SWP is the only curriculum to go past traditional manpower planning, to a qualitative decision framework that aligns workforce variables with broader organisational strategy.

Kelly Outsourcing & Consulting Group is delighted to be partnering with the Human Capital Institute, to bring you the Strategic Workforce Planning (SWP) qualification. With a history of training some of the World’s highest profile organisations such as Coca Cola, Deloitte and Google in the art of SWP, HCI is renowned for delivering an insightful and inspiring curriculum. We invite you to become qualified in this World recognised accreditation.

Register for the Course
Why HCI?

HCI-at-a-Glance
The Human Capital Institute provides solutions that advance the practice of human capital and strategic talent management. We are a global clearinghouse and catalyst for new ideas and next practices, and a resource for the most progressive organisations and executives in the world.

HCI Membership
HCI is one of the fastest growing executive associations today, with over 195,000 members worldwide. Our members are Strategic Human Resources, OD/Learning and Line executives who share the conviction that human capital is the only sustainable competitive advantage in a global economy.

HCI’s Unique Value
HCI is not an HR association, though we serve many strategic HR executives. Our mission is the integration of human capital and business strategy, and our unique value is defining the paradigms and talent practices that result in a high-performance culture. In the process, we help traditional managers become talent leaders, and transform century-old management models into talent-driven innovation and game-changing results.

HCI’s Global Network
HCI has developed an unprecedented network of resources. From top business schools like Wharton, Kellogg and Tuck, global consultancies like Deloitte, Accenture and Booz Allen, and partners like Dr. Gary Hamel’s Management Information Exchange (MIX), HCI derives a rich stream of the most innovative thought leadership and creative new ideas.

Online Talent Communities
HCI is the world’s largest aggregator of open source news, information and research at the intersection of human capital and business strategy. Our Online Talent Communities offer access to over 100,000 articles, white papers and case studies, a digital library of over 1,800 instructional webcasts, podcasts and videos, and a daily feed of over 200 expert blogs.

Audience Profile

<table>
<thead>
<tr>
<th>Audience Profile</th>
<th>Number</th>
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<tbody>
<tr>
<td>HCI Members Worldwide</td>
<td>195,000</td>
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<tr>
<td>in Emerging Markets</td>
<td>18%</td>
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<tr>
<td>96% of the Fortune500</td>
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<tr>
<td>77% of the Inc. 500</td>
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<tr>
<td>Mid-size Firms</td>
<td>52,000</td>
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<tr>
<td>Colleges &amp; Universities</td>
<td>726</td>
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</tbody>
</table>
A Critical New Framework

As simple headcount calculations give way to a complex mix of economic, global, and multi-generational considerations, Strategic Workforce Planning is becoming the most sought-after competency in HR today. SWP is the only curriculum to go past traditional manpower planning, to a qualitative decision framework that aligns workforce variables with broader organisational strategy.

A Strategic Leadership Role

SWP graduates demonstrate subject matter expertise and proficiency in forecasting, problem solving and business strategy. They are leading their organisations to:

- Determine the most critical competencies and aptitudes needed for high performance and growth
- Develop the agility to respond to rapid change, with comprehensive contingency planning
- Identify and execute against specific workforce, management and leadership gaps
- Identify, understand and adapt to global and local labour trends that impact the workforce
- Imagine and prepare for multiple economic, market or competitive scenarios
- Align workforce planning with integrated human capital and business strategy

A Career-Changing Certification

The future of HR relies on its ability to demonstrate strategic value to the organisation. HCI’s SWP certification is the most recognised, gold-standard business credential proving knowledge of strategic workforce planning models and concepts. It is an important career achievement for all high-potential and high-performing practitioners in HR and the line.

A Powerful Network of Peers

SWP graduates often cite the interactive nature of the course, and particularly the learning that takes place through sharing experiences and insights with other students. This social learning extends past the classroom and into the workplace, through local executive workgroups, monitored alumni discussion groups and access to over 195,000 progressive executives, consultants, academics, thought leaders and expert practitioners in the HCI network.
Who Should Attend?

High Potential Practitioners
The Strategic Workforce Planning (SWP) curriculum is designed for high-potential and high-performing human capital and business practitioners.
- VPs, Directors and Managers of Human Resources
- VPs, Directors and Managers of Talent Acquisition and Recruitment
- VPs, Directors and Managers of Organisational Development
- VPs, Directors and Managers of Strategy and Workforce Planning
- Strategic HR Practitioners
- Business Line Managers and Executives
- Future leaders in the disciplines of HR, OD or the Line

Human Resources
There is no more important new skill set for the Human Resources practitioner, than understanding the complexities and methodologies of strategic workforce planning. This is a highly visible, critically important focus, of great interest to the C-suite, senior executives and business partners in the line. Strategic HR should be leading the way in this rapidly evolving discipline.

Recruitment and Staffing
Like HR, recruitment is now about strategy, not commodity sourcing. But talent acquisition is only a strategic activity when planned and connected to outcomes across the value chain. Strategic Workforce Planning is the starting point for decisions about talent acquisition, and effective recruitment leaders must understand its principles and practice.

Organisational Development
Corporate transformation from industrial era management practices to global economy talent leadership is now a central focus for OD and corporate education leaders. Strategic workforce planning is a core talent management skill set that is essential, not only for HR, but for leaders across the enterprise.

Line Managers and Executives
In an economy driven by innovation and constant change, strategic workforce planning cannot be wholly delegated to HR. Disruptive change is likely to first impact the organisation at the divisional or unit level, and operating leaders must be able to respond with local workforce planning to execute effectively. As a result, strategic workforce planning is now an important competency for all business leaders in the line.
Strategic Workforce Planning (SWP)

HCI Graduates and Alumni

HCI Certified Graduates
Since 2005, over 8,500 progressive leaders have earned HCI certifications as Human Capital Strategists (HCS) and Strategic Workforce Planners (SWP).

Market Leading Organisations
HCI certified graduates represent the most successful global corporations, non-profit and academic organisations, and all major government agencies. These include:

- Microsoft
- Google
- Cisco
- Coca-Cola
- Walgreens
- Starbucks
- Intel
- HP
- Macy’s
- Williams Sonoma
- Amazon
- Stanford
- IBM
- US Cellular
- Booz | Allen | Hamilton
- AT&T
- Verizon
- Kaiser Permanente
- Comcast
- Scripps
- Centura Health
- RIM
- T-Mobile
- Wells Fargo
- Mercer
- J.P. Morgan
- Accenture
- Deloitte
- Bank of America
- Charles Schwab
- Prudential
- MetLife
- Process Warehouse Coopers

Register for the Course
The SWP Experience

New Models and Next Practices
The SWP Certification Program consists of pre-work, a two day class, a rigorous exam, and completion of a post-course exercise that gathers data and lays the groundwork for a strategic workforce plan. The course is highly interactive, and provides a synthesis of best and next practices, current research, and comprehensive models to guide step-by-step workforce planning activities. Participants learn from case-studies, and gain hands-on practice using tools and techniques that can be immediately applied in the workplace.

Immediately Actionable Solutions
SWP courses are led by experienced faculty, and are filled with actionable concepts presented through case studies, multi-media learning modules, and interactive problem solving. SWP blends strategy with practical application, providing the roadmap and examples to support comprehensive workforce planning, with supporting metrics and analytics.

Supporting Tools and Resources
The SWP Toolkit contains dozens of practical job aids that reinforce the principles learned, save time, and simplify execution. The guide includes tools for environmental scanning, assessing current state, risk mitigation, talent segmentation, cascading competencies, and more.

Real-Time Research and Information
SWP Certification includes membership access to HCI’s weekly educational webcasts, an extensive digital library, social networking tools, HCI analysts and expert advisors.
 Strategic Workforce Planning (SWP) Certification Program

Strategic Concepts and New Skills
The SWP Certification Program is designed to challenge old models and provide a new framework for Strategic Workforce Planning. SWP teaches strategic concepts, illuminate new models, and encourages practitioners to think differently about the objectives, priorities, execution and outcomes of global economy planning and analytics.

A Rigorous and Challenging Curriculum
SWP Certification is based on current research, evolving best practices, and innovative new ideas being tested on the front lines in today's most successful organisations. Graduates complete a rigorous curriculum that offers reliable proof of learning, and increases their operating effectiveness, personal productivity and leadership skills.

A World-Class Learning Experience
The SWP course delivers high impact, highly interactive blended learning. The program is developed to strict instructional design standards that ensure a consistently effective and engaging educational experience.

Expert Course Trainers
SWP Faculty are experienced graduate-level educators and senior practitioners, with deep subject matter knowledge and extensive experience with learning and facilitation. They bring a unique and value-added perspective, as well as practical lessons and examples from their own experience.

SWP Certification Requirements
Candidates must satisfy the following requirements for certification:

- Complete the pre-class work assignment
- Complete the two-day certification course
- Pass the certification exam at a standard of 75% or greater
- Complete the post-class work product

Certification is valid for a three-year period. Renewal is based on continuing education credits that demonstrate currency in the field.

Standard pricing for the Strategic Workforce Planning Certification is 1300 GBP.
# Strategic Workforce Planning (SWP)

## Day One Course Outline

<table>
<thead>
<tr>
<th>Day One</th>
<th>Key Topics</th>
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| Talent Management Context | Talent management aligned with strategy  
Talent management by the numbers  
Agenda |
| Strategic Workforce Planning: Background and Context | Pace of change  
Latest research  
Workforce planning evolution  
Operational versus strategic workforce planning |
| Workforce Planning in Action | Assessment of workforce planning maturity  
Starbucks  
Rex Healthcare |
| Business Strategy | Strategy first  
Competitive differentiation map  
Examples of strategic statements  
Strategic alignment  
What to do if you do not know the strategy |
| Differentiated Segments | Four stages of workforce differentiation  
Segmenting roles  
A spectrum of roles  
Examples of critical roles  
Competencies for critical roles  
Pivotal roles  
Activity: Case Study |
| Environmental Scan | Quantitative and qualitative information  
Environmental scan quadrants  
Internal supply: Profile and trend data  
External supply  
Internal demand  
External demand  
Risk assignment to environmental factors  
Activity: Case Study |
| Current State | Marketing segmentation  
Current state workforce supply groups  
Workforce data  
Examples of current state data |
| Day 1 Summary | Summary  
Tomorrow’s Agenda |

Register for the Course
## Strategic Workforce Planning (SWP)

### Day Two Course Outline

<table>
<thead>
<tr>
<th>Day Two</th>
<th>Key Topics</th>
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| **Introduction** | Recap day 1  
Preview day 2  
Activity: Exam preparation |
| **Futuring** | Possible futures  
Futuring techniques  
Limits of forecasting  
The no change future state  
Scenario planning  
Examples of a scenario matrix  
Steps in building scenarios  
The targeted future state |
| **Futuring (cont’d)** | Activity: Case study |
| **Gap Analysis** | Examples of gap dimensions  
All gaps are not equal  
The gap template  
Prioritisation of gaps |
| **Action Planning** | Solutions to close gaps  
6 Bs for skill acquisition and development  
Work design  
Rewards and recognition  
Development  
Acquisition  
Manage and Lead  
Retention  
Activity: Case Study |
| **Monitor and Report** | Reporting standards  
Progress tracking template |
| **Getting Started** | Compelling cases for workforce planning  
Workforce planning skills  
Roles and responsibilities  
The SWP workshop session  
Walkthrough assessment and getting started toolkit  
Requirements for the SWP certification |
| **Conclusion** | Summary  
Key learnings  
Next steps |

### The SWP Toolkit

One of the deliverables that each participant receives is the SWP Toolkit. This is a unique asset that provides tremendous immediate value for participants. It contains over 120 pages of tools, templates, assessments and activities for talent leaders. Many of these are used in the course, but they can also be immediately applied back on the job.

Examples of Tools and Templates in the SWP Toolkit
- Assessment of 20 key talent practices
- Assessment of talent leadership behaviors
- Tools and templates
- Talent Metrics that Matter article
- Development Portfolios article
- SWP foundations article
- Journal and Action Plan
Strategic Workforce Planning (SWP)

Learning Architecture

A Premium Learning Experience

The SWP certification program incorporates the most current best practices, original research and new ideas into an ever-evolving, highly collaborative learning experience.

All HCI courses are built on a foundation of:

- Instructional design consistent with top business school standards
- Practical and actionable concepts, presented in case format
- Active involvement, engagement and participation
- Real world practices, that require application of the material
- Use of best media and methods across learning styles
- Highest quality instructors in both subject matter and pedagogy
- An objective emphasis on measurably improving business performance

Learning Fundamentals

- Optimised blended learning environment
- Grounded in original research
- Designed and taught by senior academics and executives
- Highly interactive, case-based and collaborative
- Continually updated with new content, tools and information
- Practical, effective and focused on measurable business results
- Supported by deep informal learning resources

The Learning Experience

- Led by highly experienced course trainers
- Presentations, case studies, assessments and activities
- Instructor-led, student-directed to maximise custom learning
- Collaborative knowledge-sharing across participants
- A focus on strategy and better decision-making
- A focus on practical application, leveraged with tools and job-aids
- A focus on continuous change and evolving solutions

Register for the Course
2016 SWP Class Schedule

London
29-30 June
28-29 September
7-8 December

Singapore
10-11 August
2-3 November

Sydney
16-17 August
8-9 November

Canberra
7-8 September

Melbourne
19-20 October
Human Capital Institute

HCI is the global association for strategic talent management and new economy leadership, and a clearinghouse for best practices and new ideas. Our network of expert practitioners, Fortune 1000 and Global 2000 corporations, government agencies, global consultants and business schools contribute a stream of constantly evolving information, the best of which is organised, analysed and shared with members through HCI communities, research, education and events.

Kelly Outsourcing & Consulting Group

Kelly Outsourcing & Consulting Group of workforce solutions provider, Kelly® Services, is the leading global advisor of talent supply chain strategies that enable companies to achieve their business goals by aligning talent strategy to business strategy. We recognize each client’s goals are unique to their business drivers and priorities whether speed, quality, compliance or cost. We apply supply chain management principles to help companies leverage talent across all internal and external worker categories: full-time employees, temporary employees, freelancers, independent contractors, and service providers, as well as alternate sources of workers like retirees, alumni, and online talent communities. Kelly Outsourcing & Consulting Group was named to the International Association of Outsourcing Professionals® 2016 Global Outsourcing 100® list, an annual ranking of the world’s best outsourcing service providers and advisors, for the fifth consecutive year.

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