

CORPORATE LEADERSHIP COUNCIL®

INTRODUCING CLC'S NEW WORKFORCE PLANNING RESEARCH AND DECISION SUPPORT TOOLS

MEMBER FEEDBACK ON CLC'S WORKFORCE PLANNING INITIATIVE

"The research was very well done and I especially found the tools to be helpful to an HR business partner in defining the future talent needs of a division or more broadly the organization's talent plan"

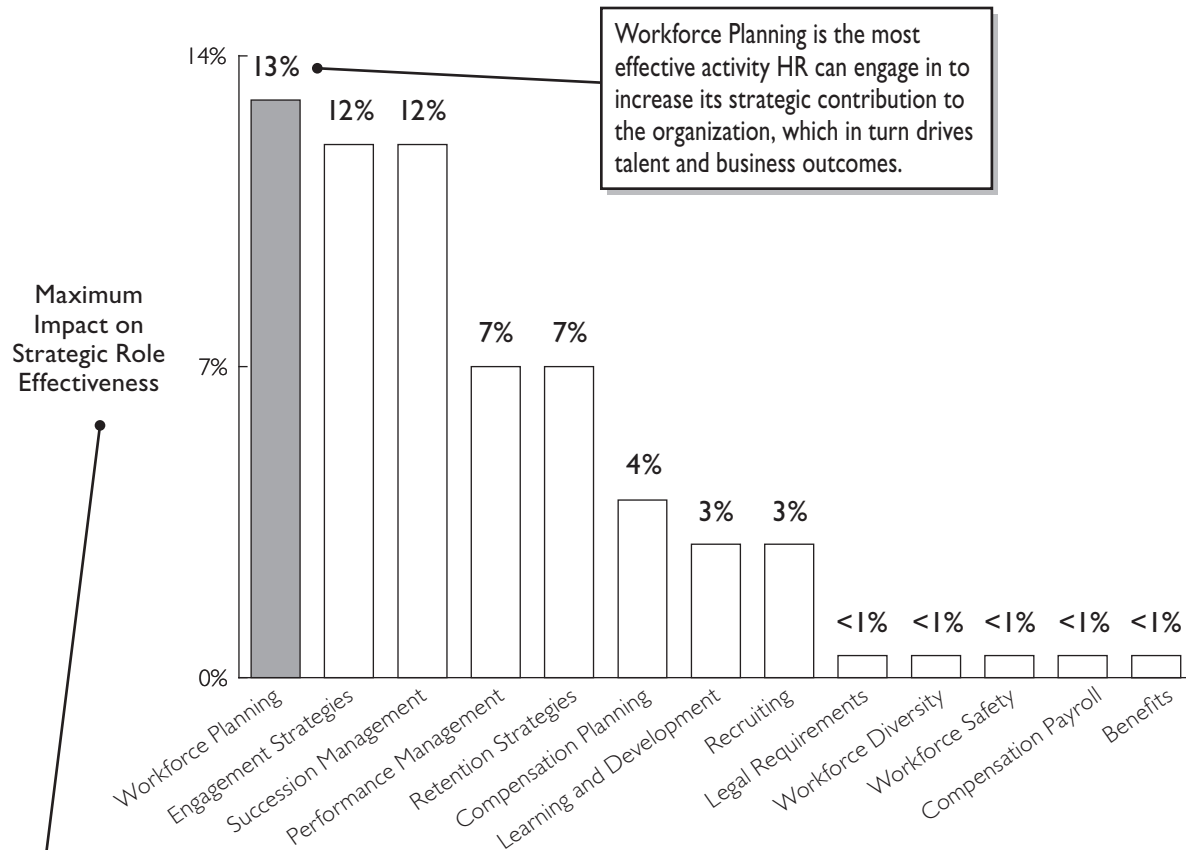
Patrick Murphy
Executive Vice President of Human Resources
Webster Financial



THE IMPORTANCE OF WORKFORCE PLANNING

CLC research demonstrates that HR knowledge about workforce planning matters most to HR's strategic impact

Impact of HR Activity Knowledge on Strategic Role Effectiveness



Results from the Council's 2007 HR Effectiveness Survey shows that HR strategic role effectiveness directly drives talent retention and performance outcomes, as well as company revenue and profitability.

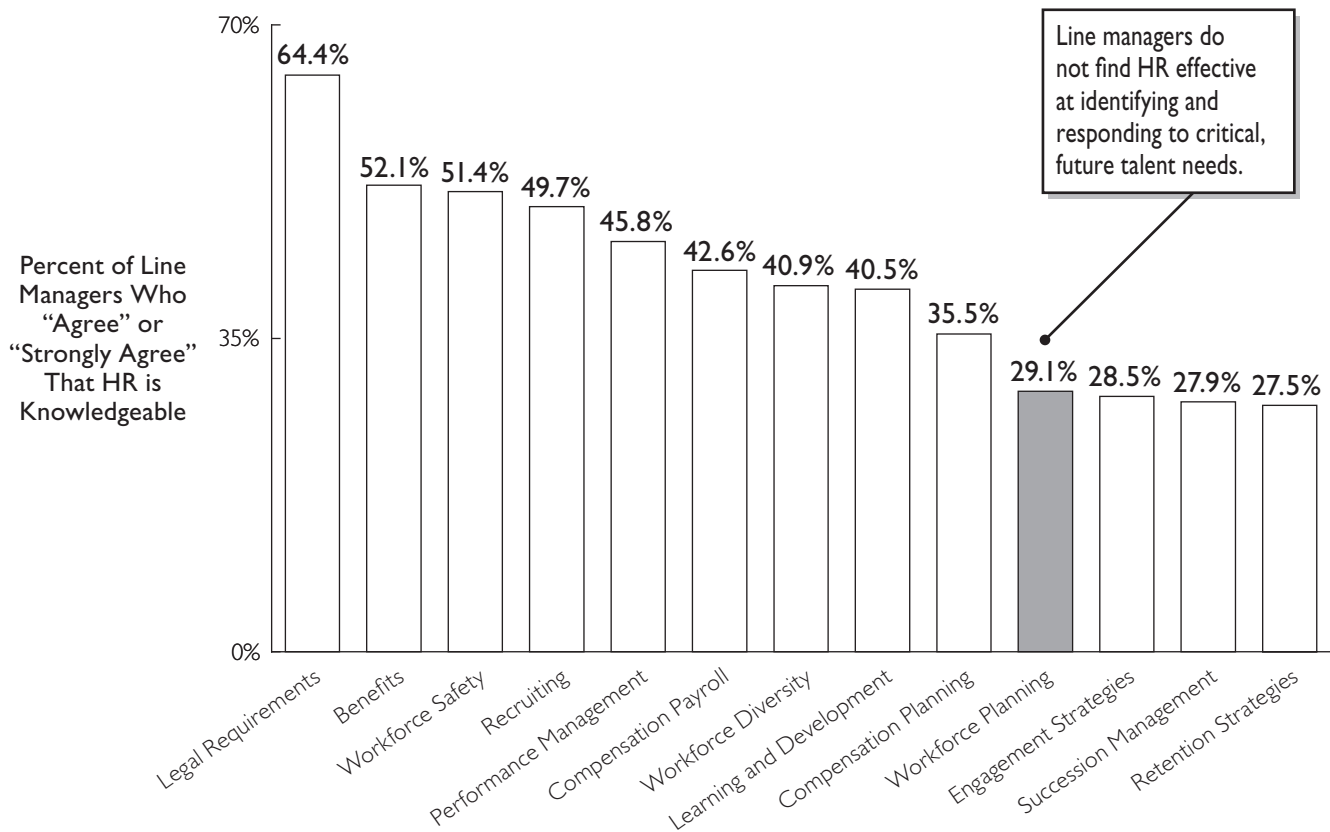
Note: Each bar represents a statistical estimate of the maximum total impact on strategic role effectiveness that each driver will produce. The maximum total impact is calculated by comparing two statistical estimates: the predicted impact when a HRBP scores "high" on a driver, and the predicted impact when a HRBP scores "low" on a driver. The impacts of all drivers are modeled using a variety of multivariate regressions with appropriate control variables.

Source: Corporate Leadership Council, HR Effectiveness Survey; Corporate Leadership Council research.

HR UNDERPERFORMING AT WORKFORCE PLANNING

Less than 30% of line managers find that HR is effective at workforce planning

HR Effectiveness at Key HR Activities



FEW RESPOND TO THE MOST CRITICAL TALENT GAPS

CLC research demonstrates that while a majority of organizations (70%) conduct some sort of annual staff or vacancy planning process, only 10% have a process for identifying and responding to the longer-term talent gaps most critical to the future strategic success of the organization.

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Source: Corporate Leadership Council, HR Effectiveness Survey; Corporate Leadership Council research.

WORKFORCE PLANNING INSIGHTS AND GUIDEBOOK

The Council's workforce planning research publication provides members with critical insights and implementation guidelines

CLC Workforce Planning Research

Workforce Planning Problem

Traditional Staff Planning Is Fundamentally Unable to Identify and Respond to Strategic Talent Gaps—The focus of current staff planning processes on the identification and response to annual staffing needs is valuable to ensure business continuity but fundamentally ignores the longer-term talent and capability critical to the strategic success of the organization.

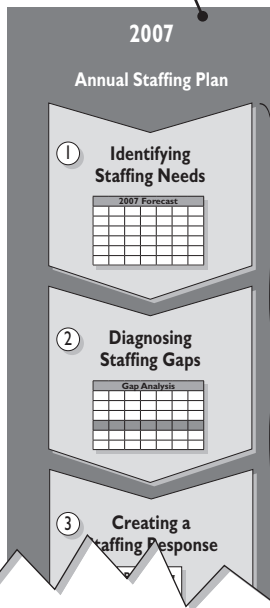
The Council's workforce planning publication provides an executive summary of Council research and insights based on in-depth best practices research...

CURRENT STAFF PLANNING IS NOT RESPONDING TO THE STRATEGIC TALENT GAP



Creating a Talent and Organizational Response (Continued)

There are five key action steps for creating a talent and organizational response (strategic workforce action plan). CLC provides support tools to aid in effective execution of the action steps.




PLAN FOR ACTION: CREATING A TALENT AND ORGANIZATIONAL RESPONSE

Plan for Action and Sample CLC Support Tools Available Online


...and a guide to critical workforce planning implementation steps and support resources to be found on the CLC's Web site.

1. Involve HR-wide team in examining costs and benefits of potential solutions to strategic gaps such as recruiting, training and development, organizational/job design, reward and recognition, and outsourcing.

 Workforce Action Plan Template

2. List four to five workforce planning solutions that will most effectively address strategic gaps and assign owners.

 Workforce Action Planning Toolkit

 Workforce Action Planning Decision Rules

3. Involve HR and line stakeholders in assessing workforce action plan execution risks.

 Workforce Planning Execution Risk Analysis

4. Communicate and involve all relevant stakeholders in action plan to overcome execution barriers and execute on plan.

 Workforce Action Plan Presentation Guidelines and Template

5. Monitor plan execution and revise plan as needed based on changes to strategic direction of the organization, ineffective execution, or successes in closing critical gaps.

 Workforce Planning Metrics and Measurement

WORKFORCE PLANNING DECISION SUPPORT PORTAL

CLC supports members' tactical workforce planning challenges through a newly designed decision support portal with a suite of implementation guidelines, tools, and networking opportunities

CLC's New Workforce Planning Decision Support Center

Targeted at Execution Barriers
The Decision Support Center provides tactical resources to help members overcome critical execution barriers.

- Sample Resources**
- Presentations
 - Business Case Material
 - Diagnostic Tools
 - Action Plans
 - Templates

Topic Specific Networking
The portal provides members with an opportunity to share workforce planning insights and experiences with their peers.

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