

December 6 & 7, 2010, Toronto

Two-Day Event!

5th

Workforce Planning

Enhancing business strategies and your competitive edge

Workshop Included: Workforce Planning Performance Measurement and Evaluation

participating organizations

Aon Consulting
City of Toronto
Linde Canada Ltd.
LoyaltyOne Inc.
Ontario Ministry of Transportation
Phenix Management Int'l, Inc.
pm2 Consulting
St. Andrew Goldfields Ltd.
Vemo, Inc.
WorforceAssessments.com
(Authorized Strategic Partner for Profiles International Inc.)

who should attend

Senior Executives, VPs, Directors & Managers in:
HR

Workforce Planning
Workforce Analytics
Organizational Design
Organizational Development
Strategic Planning/Services
Employment Equity
Compensation & Benefits
Recruitment & Retention
HR Communications

course highlights

- Align strategic recruitment and talent management
- Reduce risks through scenario planning
- Measure the ROI of workforce planning
- Study trend analysis and forecasting
- Learn to facilitate business engagement

Course Leader
Al Doran,
Phenix Management Int'l, Inc.



Emanuele Campione,
LoyaltyOne Inc.



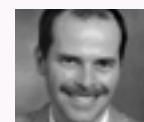
Robert Carlyle,
Aon Consulting



Maureen Catania,
WorforceAssessments.com



Brett Knowles,
pm² Consulting



Geoff Ramey,
St. Andrew Goldfields Ltd.



Maria Tejeda,
Ontario Ministry of Transportation



Ceta Ramkhalawansingh,
City of Toronto



Peter Louch,
Vemo, Inc.



as well as:

Alev Hincer,
Linde Canada Ltd.

Alaina Oda,
Ontario Ministry of Transportation

FACULTY

COURSE LEADER

AL DORAN

Al Doran is President and CEO of **Phenix Management International**, a global e-HR consulting company, specializing in the effective use of technology in the management of human resource information.

CO-LECTURERS

EMANUELE CAMPIONE

Manny Campione is Director, Talent Management at **LoyaltyOne**. In his role, he ensures that the company has the talent acquisition and development strategies in place to identify, attract and engage outstanding associates.

PETER LOUCH

Peter Louch is the Founder and CEO of **Vemo**, a software and services organization that is pioneering the new way to do workforce planning. He provides clients with a comprehensive and integrated workforce planning process that helps ensure they have the talent necessary to execute on business strategy.

ROBERT CARLYLE

Robert Carlyle is Vice President at **Aon Consulting**. He specializes in strategic and human capital planning and business model development.

MAUREEN CATANIA

Maureen Catania is CEO of **WorkforceAssessments.com**. Her expertise extends to helping clients develop strategies and processes for talent acquisition, build and manage top talent and align employees' capabilities and actions with organizational goals.

ALEV HINCER

Alev Hincer is the Head of Employee Relations for **Linde Canada Limited**. She has extensive experience in human resources both within Canada and internationally.

ALAINA ODA

Alaina Oda is a Human Resources Business Advisory with the **Ontario Ministry of Transportation Ontario's HR Strategic Business Unit**. She develops tools and resources in the areas of employee engagement, learning and developing, and workforce planning.

BRETT KNOWLES

Brett Knowles is President and Founder at **pm² Consulting**. He is a long-time thought leader in the performance measurement space.

GEOFF RAMEY

Geoff Ramey is currently the Director of HR for **St. Andrew Goldfields**, a Canadian owned and publicly traded gold mining and exploration company.

MARIA TEJEDA

Maria Tejeda is Manager, HR Services Delivery with the **Ontario Ministry of Transportation**. She manages a team of senior HR professionals and notably provides strategic support in the areas of workforce planning and resources management.

CETA RAMKHALAWANSINGH

Ceta Ramkhalawansingh is the Manager, Diversity Management and Community Engagement in the **City of Toronto's City Manager's Office**.

COURSE PROGRAM

INTRODUCTION TO WORKFORCE PLANNING: WHAT IS IT? WHY DO IT?

Looming labour and skills shortages represent a threat to organizational competitiveness, reducing a company's agility and capabilities to grow, innovate and adapt to change. Workforce planning is not a project with a single end product, it is an active process. While engaging participants in a dialogue as to why they are there and what they want out of the course, this session will discuss:

- Identifying and prioritizing gaps between the current and future workforce profile
- Assessing future needs to determine workforce needs
- Maintaining data warehouses, tracking retirement scenarios, managing talent pools and assessing the talent supply dynamics of your industry

INTRODUCING AND SUSTAINING A WORKFORCE PLANNING FRAMEWORK

In order to meet the challenge of sustaining and growing staff to meet business needs, the adoption of a workforce planning framework and the articulation of a comprehensive workforce plan based upon a systems approach is critical. This session will highlight the elements of a workforce planning framework and explore its overall role in predicting and meeting staffing demands.

- Introducing an integrated planning framework
- Information gathering and workforce analytics
- Planning for internal and external pressures
- Strategies shaped through stakeholder engagement and recommendation
- Key success factors for any workforce planning process

SUPPLEMENTARY COURSE MATERIAL

Federated Press is now providing delegates with access to an innovative new database containing at least 25 interactive multimedia presentations by leading experts and approximately 20 hours of lectures on the topics covered by this course, including all slides and speakers' papers. See the list of presentations on page 4.

Delegates will also receive a trial subscription to the HR Channel, a much broader resource representing hundreds of hours of interactive multimedia lectures on leading edge HR topics as delivered at our many recent HR conferences and courses.

AV PROCEEDINGS

Audio/Video segments clickable slide by slide
Papers and overheads also included
Print any of the material for your own use



INTEGRATING STRATEGIC BUSINESS PLANNING & DECISION MAKING THROUGH WORKFORCE PLANNING

The true focus of workforce planning is on strategic outcomes, so it is essential that this process be integrated into strategic business planning. This session will discuss best practices for incorporating workforce planning into your strategic business planning process.

- Workforce planning as a competitive and strategic imperative
- Increasing workforce planning flexibility
- Prioritizing HR's focus and resource allocation in support of business objectives
- Linking workforce planning, organizational capacity and strategic decision making

THE BUSINESS CASE FOR WORKFORCE PLANNING

The success of the business case presented to C-suite executives hinges on properly defining the problem as a risk to the organization. This presentation will examine the rationale and impetus for investment in strategic workforce planning and outline how to make a compelling business case.

- Impact of current market conditions on the cost of hiring
- Business consequences of past shortfalls in key areas
- Translating the value of workforce planning
- Scalable returns: leveraging workforce planning data to tackle short-term crises
- Optimizing the skilled resource positioning for maximum returns

SCENARIO PLANNING TO REDUCE WORKFORCE PLANNING RISKS

It has become almost cliché to call it a war for talent, but any organization that lags in workforce planning today will be prone to major setbacks and at greater risk of losing competitive battles tomorrow. This presentation will cover how scenario planning is done.

- Scenario planning techniques for workforce planning
- Defining the objectives and scope of the analysis
- Identifying driving forces and uncertainties
- Integrating qualitative factors into the scenarios
- Considering trends and contingencies

FACILITATING BUSINESS ENGAGEMENT IN WORKFORCE PLANNING

Ownership of the workforce planning process in large part rests in the organization's business units. HR is actually more of a facilitator and enabler in a process that is driven by the strategic business needs of the enterprise. This session will show you how to shift middle management's perspective of HR's role and actively engage them in a dynamic workforce planning process.

- Successful enterprise-wide management engagement techniques
- Providing middle managers with training and tools
- Factoring in budgetary considerations and strategic rationale
- Improving the exchange of workforce planning information
- Context and insights: product, business process and organizational design changes shown in a new light

BEST PRACTICES FOR STRATEGIC RECRUITMENT & TALENT MANAGEMENT ALIGNMENT

Strategic recruitment and talent management alignment is a process that ensures people you do hire and those already employed by the company are placed in the right roles, developed in the right ways, and prepared for upcoming leadership challenges as effectively and efficiently as possible. This presentation will discuss what you can do to ensure you have the organizational capabilities and capacity to meet the demands of your evolving strategic business plans.

- How top-performing organizations are using talent assessment strategies more broadly
- Using an integrated approach to build organizational capability
- Implementing the process for strategic talent acquisition and alignment

CREATING A WORKFORCE PLANNING CHECKLIST

A fundamental part of the workforce planning process is the creation of a checklist that covers the overarching critical success factors and strategic business focus, as well as the discrete considerations that support them.

- Scanning the internal and external environmental factors
- Incorporating workforce analytics into workforce planning
- Stakeholder involvement to support the process
- Mapping information needed for forecasting
- Combining quantitative and qualitative factors in planning
- Identifying monitoring, measurement and update components

CONDUCTING A GAP ANALYSIS OF CURRENT AND PROJECTED WORKFORCE NEEDS

Which positions and special skills are most critical to achieving business objectives and have the most impact on the bottom line? What is the current and projected gap between the supply of talent and organizational demand?

- Analyzing current talent pool and recruitment and retention metrics
- Performing a risk assessment of mission critical positions and skills
- Market analysis, forecasting and probabilities
- Exposing workforce gaps to produce an actionable blueprint
- Tectonic shifts: factors forcing changes in forecasts

LEVERAGING TREND ANALYSES IN WORKFORCE FORECASTING

Among the methods of forecasting workforce needs, trend analyses of available historical information can provide a manageable foundation for workforce planning in any organization. This presentation will demonstrate how trend analysis can be leveraged to predict workforce shortages and provide a basis for targeting skills-related vulnerabilities.

- Business intelligence: the marketplace, talent pipeline, shortages and emerging trends
- Assessing the probabilities of specific position and skills shortages
- Forecasting the timing of anticipated shortages
- Quantifying the costs of replacing scarce resources
- Translating trend analyses into action plans

WORKSHOP

WORKFORCE PLANNING PERFORMANCE MEASUREMENT AND EVALUATION

As a strategic undertaking with the potential for significant organizational impact, workforce planning needs a robust performance measurement mechanism to define objectives, monitor progress, measure success and evaluate opportunities for improvement. This practical and interactive workshop will show you how to design and implement a workforce planning performance measurement and evaluation approach to increase accountability, improve processes and their results.

- Defining performance measurement in process planning and management, outputs and outcomes
- Establishing milestones, deliverables and the metrics gauging success
- Evaluating performance relative to human capital investment
- Linking the workforce planning scorecard with the HR balanced scorecard
- Oversight: monitoring progress, providing feedback and recalibration interventions
- Reviewing performance and assessing what is and is not working

MULTIMEDIA PRESENTATIONS

Your registration includes an interactive multimedia database comprising the following presentations from recent Federated Press courses and conferences. They are presented in their entirety with complete audio or video and accompanying slides. You may also purchase the multimedia proceedings of the course which will be available on CD-ROM 60 days after the course.

Strategic Recruitment and Talent Management

Ken Petersen,
Pitney Bowes of Canada Ltd.

Linking Workforce Planning Initiatives to Human Capital & Business Strategy

Diana S. Goliss,
The Art Gallery of Ontario

Utilizing Technology for Workforce Management and Planning

Al Doran,
Phenix Management International

Workforce planning: Conducting a gap analysis of current and projected workforce needs

Rhonda Lewis,
Trillium Health Centre

Introducing & Sustaining a Workforce Planning Mindset

Karen Dobbie,
Trillium Health Centre

Creating a workforce planning checklist

Ann Bradt,
BMO Financial Group

Facilitating Business Engagement

Sandra Smith,
North York General Hospital

Business Case for Strategic Workforce Planning / Performance Measurement & Evaluation

Pierre F. Lebel,
Epiphane

Panel Discussion: Reducing Risks Through Scenario Planning

Robert Carlyle,
Aon Human Capital Consulting

Leveraging Trend Analyses to Predict & Target Vulnerabilities

Robert Carlyle,
Aon Human Capital Consulting

Workforce Planning Throughout the Talent Life Cycle

Ahalya Ketheeswaran,
Knightsbridge

Workforce Planning Performance Evaluation

Bob Angel,
The Gilford Group Limited

Integrating Strategic Business Planning & Decision Making with Workforce Planning

Audra August,
Knightsbridge

Passing the Baton: Sharing Business Knowledge With the Next Generation

Caroline Samné,
New Horizons, Organizational Effectiveness Consultants

OD's Role in Shaping Tomorrow's Leaders

Karen P. McGregor,
Grey Bruce Health Services

Building a Resilient Organization to Keep Pace with the Unexpected

Nimira Harjee,
Organizational Change and Effectiveness Consultant

Harnessing Talent: Business Schools and Organizational Development

Alyson Gampel,
Career Development Centre (CDC)

Responding to a Leadership Shortage: Accelerating the Readiness of High Potentials and Succession Candidates

Kathy Brooks,
Hay Group Limited

Developing the Leaders of Tomorrow: Leadership Development in Young Employees at the Ontario Ministry of Transportation

Alan Hogan,
Ontario Ministry of Transportation

Evolution of a Leadership Succession Program

Anna Armitage,
Siemens Canada Ltd.

Leveraging the Power of Succession Through Significant Organizational Change: An HBC Case Study

Jodi Drake (CMC, CHRP, BA),
Hudson's Bay Company

NewTopic: Attracting & Retaining High Potential Leadership Talent

Eileen Kirk,
Holt Renfrew & Co., Limited

Integrating Diversity/Equity into the Succession Management Process

Angela Hildyard,
University of Toronto

Accelerating the Readiness of High Potentials and Succession Candidates:

a Constellation Energy Case Study

Stephen B. King,
Constellation Energy

Engaging Employees Through OD

Christy Pettit,
ODScore Inc.

Registration: To reserve your place, call Federated Press toll-free at 1-800-363-0722. In Toronto, call (416) 665-6868 or fax to (416) 665-7733. Then mail your payment along with the registration form. Places are limited. Your reservation will be confirmed before the course.

Location: Novotel Toronto Centre Hotel, 45 The Esplanade, Toronto, ON, M5E 1W2

Conditions: Registration covers attendance for one person, the supplementary course material as described in this document, lunch on both days, morning coffee on both days and refreshments during all breaks. The proceedings of the course will be captured on audio or video. Multimedia proceedings with all slides and handouts can be purchased separately on a CD-ROM which will also include the course material.

Time: This course is a two-day event. Registration begins at 8:00 a.m. The morning sessions start promptly at 9:00. The second day ends at 4:00 p.m.

Cancellation: Please note that non-attendance at the course does not entitle the registrant to a refund. In the event that a registrant becomes unable to attend following the deadline for cancellation, a substitute attendee may be delegated. Please notify Federated Press of any changes as soon as possible. Federated Press assumes no liability for changes in program content or speakers. A full refund of the attendance fee will be provided upon cancellation in writing received prior to November 24, 2010. No refunds will be issued after this date. Please note that a 15% service charge will be held in case of a cancellation.

Discounts: Federated Press has special team discounts. Groups of 3 or more from the same organization receive 15%. For larger groups please call.

Payment must be received prior to November 30, 2010

Phone: 1-800-363-0722 Toronto: (416) 665-6868 Fax: (416) 665-7733

TO REGISTER FOR WORKFORCE PLANNING

Name _____

Title _____ Department _____

Approving Manager Name _____

Approving Manager Title _____

Organization _____

Address _____

City _____ Province _____ Postal Code _____

Telephone _____ Fax _____ e-mail _____

Please bill my credit card: AMEX VISA Mastercard

_____ Expiration date: ____ / ____

Signature: _____

Payment enclosed: Please invoice. PO Number: _____

WHEN CALLING, PLEASE MENTION PRIORITY CODE: MAIL COMPLETED FORM WITH PAYMENT TO:
Federated Press P.O. Box 4005, Station "A"
Toronto, Ontario M5W 2Z8
5WPT1012/E

REGISTRATION COSTS

NUMBER OF PARTICIPANTS: _____

COURSE: \$1975

COURSE + PROCEEDINGS CD-ROM:
\$1975 + \$175 = \$2150

PROCEEDINGS CD-ROM: \$599

NOTE: Please add 13% HST to all prices.

Proceedings CD-ROM will be available 60 days after the course takes place

Enclose your cheque payable to Federated Press in the amount of:

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For additional delegates please duplicate this form and follow the normal registration process