

3rd WORKFORCE PLANNING

Fueling Business Strategies and Your Competitive Edge

Course Leader
Pierre Lebel,
Epiphane



John Stockwell,
Vale Inco



Geoff Ramey,
St. Andrew
Goldfields Ltd.
(SAS)



Emanuele
(Manny)
Campione,
LoyaltyOne Inc.



Karina Ling,
Rogers
Communi-
cations Inc.



as well as:

Bill Harding,
Self
Management
Group

Maria Tejeda,
Ontario
Ministry of
Transportation

Peter Louch,
Vemo Inc.

Workshop Included: Workforce Planning Performance Measurement and Evaluation

participating organizations

Epiphane
LoyaltyOne Inc.
Ontario Ministry of Transportation
Rogers Communications Inc.
St. Andrew Goldfields Ltd. (SAS)
Self Management Group
Vale Inco
Vemo 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 analyses and forecasting
- Learn to facilitate business engagement

"Great insights into some of the challenges for launching WFP as a process. Tips on using data to engage the business and an appreciation for the coaching our HR team will need to execute the plan."

- Wendy Coffen Rudolph,
Medavie Blue Cross

"10/10 - Very multifaceted topics. Excellent info."

- Marcie Chisholm,
EPCOR Utilities Inc.

"Practical tools/models which I will be able to directly apply in my role."

- Beryl Collingwood,
Revera

"I found the course to be thought provoking, liked the real life examples."

- Kurtis Richet,
Sask Power

"Excellent speakers, good content and examples."

- Sandy Del Vasto,
Western

"Great information and applicable to work."

- Kate Marlow,
Capital One Canada

FACULTY

COURSE LEADER

PIERRE LABEL

As President of Epiphane, a management strategy consulting firm, Pierre Label's pedigree spans over 20 years with expertise in leading large-scale corporate change and alignment as well as professional services leadership helping CEOs and their organizations unleash their inherent value. He helps companies develop organization, employee and media communication strategies, tactics and tools that support organizational change.

CO-LECTURERS

JOHN STOCKWELL

John Stockwell is the Director of HR Planning, Systems and Sourcing for Vale Inco. Prior to his current position, he was the Senior Manager of Talent Resourcing for Grant Thornton LLP, where he oversaw all aspects of the Workforce Planning, Talent Management and Recruitment functions. He has also worked as one of the senior leaders of recruitment for RBC Financial Group and Ernst and Young LLP.

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. Prior to his role at St. Andrew, he led HR efforts at Vizable Corporation. He has been at the forefront of recruitment and workforce talent trends since the beginning of his HR career more than a decade ago.

MANNY CAMPIONE

In his role as Director, Talent Management, Manny Campione ensures LoyaltyOne has the talent acquisition and development strategies in place to identify, attract and engage outstanding associates. His areas of strategic responsibility include workforce planning, staffing, learning & development, performance management, succession planning and engagement.

BILL HARDING

Bill Harding is the industry specialist for Contact Centre Strategy and Services at Self Management Group. He is an expert in assisting corporations in developing strategies and processes for talent acquisition for a variety of client requirements. In addition to having owned and managed a medium sized manufacturing company he has been involved in turn-around situations as well as M&A activities.

MARIA TEJEDA

Maria Tejada is Manager, Human Resources Services Delivery (HRSD) with the Ontario Ministry of Transportation.

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. As founder of Vemo, he applies his line leadership and management consulting experience within workforce planning and organization effectiveness to provide clients a comprehensive and integrated workforce planning process that helps ensure they have the talent necessary to execute on business strategy.

KARINA LING

Karina Ling is part of the Talent Strategy department at Rogers Communications Inc., a diversified Canadian communications and media company. She is responsible for implementing workforce planning at Rogers amongst all lines of business. She applies her experience in organizational development, compensation, communications and project management to this program.

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 of your organization 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 presentation 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

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 their 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

BEST PRACTICES FOR STRATEGIC RECRUITMENT & TALENT MANAGEMENT ALIGNMENT

Beyond separate recruitment, retention and talent management strategies, workforce planning requires the alignment of the full range of HR programs. This presentation will discuss how you can do this to ensure that you have the organizational capabilities and capacity to meet the demands of your evolving strategic business plans.

- How workforce planning revitalizes and focuses recruitment and talent management
- Integrated strategies to build organizational capability
- Creating a framework for talent and skills management in line with forecasted needs

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. This session will take you through the process of putting together a workforce planning checklist that will not only facilitate the start-up of your strategic assessment and forecasting process, but will also serve as a map for future updates.

- Scanning 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? This session will outline the critical steps in conducting a gap analysis.

- 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

Register for Workforce Planning and we will give you free of charge a CD-ROM comprising the following virtual presentations from recent Federated Press courses and conferences. Presented in their entirety with complete audio and accompanying PowerPoint slides totaling 672 minutes of expert learning, these presentations are an added bonus to this year's course. Bear in mind that these presenters are not necessarily those that you will see and hear at this year's course.

Workforce planning throughout the talent life cycle

Ahalya Ketheeswaran,
Knightsbridge
Time: 51 Slides: 15

Leveraging trend analyses to predict and target vulnerabilities

Dr. Robert Carlyle,
Aon Human Capital Consulting
Time: 55 Slides: 19

Best practices for strategic recruitment & talent management alignment

Dr. David S. Cohen,
Strategic Action Group, Ltd.
Time: 53 Slides: 13

Creating a workforce planning checklist

Ann Bradt,
BMO Financial Group
Time: 35 Slides: 11

Introducing and sustaining a workforce planning mindset

Leah Martuscelli & Karen Dobbie,
Trillium Health Centre
Time: 57 Slides: 19

Developing staff metrics

Dave Tighe & Beverly Marinucci,
OriginHR
Time: 46 Slides: 11

Case study: Predictive recruitment and retention at Lafarge North America

Raji Ramanan,
Lafarge North America
Time: 35 Slides: 21

Facilitating business engagement in strategic workforce planning

Robert Angel,
The Gilford Group Ltd.
Time: 59 Slides: 23

Overview of the Balanced ScoreCard and how it drives performance by translating strategy into action.

Brett Knowles,
PM²
Time: 40 Slides: 50

Linking workforce planning initiatives to human capital and business strategy

Diana S. Goliss,
The Art Gallery of Ontario
Time: 41

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

Rhonda Lewis,
Trillium Health Centre
Time: 33 Slides: 30

Developing a staffing scorecard

Sandy Richardson,
Strategy Focused Business Solutions Inc.
Time: 46 Slides: 32

Measuring the effectiveness of your succession management plan

Guilherme Dias,
Pitney Bowes Canada
Time: 41 Slides: 14

Workforce planning and analytics

Iren Koltermann,
eCaliber Group
Time: 37 Slides: 17

Using the balanced scorecard to execute the RCMP's recruiting strategy

Supt. Ronald Mostrey,
Royal Canadian Mounted Police
Time: 41 Slides: 33



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

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, Ontario, M5E 1W2

Cost: The attendance fee for the course is \$1825 per person and covers attendance for one person and the lecturers' presentation material. The fee further includes lunch on both days, morning coffee on both days and refreshments during all breaks. You may purchase a Proceedings CD-ROM containing edited actual proceedings and materials from the course.

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 January 25, 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 a **10%** discount. Groups of 7 or more from the same organization receive a **15%** discount.

Payment must be received prior to February 1, 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

WPT1002/E

REGISTRATION COSTS

NUMBER OF PARTICIPANTS:
 COURSE: \$1825
 COURSE + PROCEEDINGS CD-ROM:
 \$1825 + \$125 = \$1950
 PROCEEDINGS CD-ROM: \$499
 NOTE: Please add 5% GST 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:

GST Reg. # R101755163
 PBN#101755163PG0001

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