



The Evolving Workforce and HR's Role in 2020 (and Beyond!)

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November 12, 2019

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Q & A

Don't forget to submit your questions to our presenters.

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Webinar

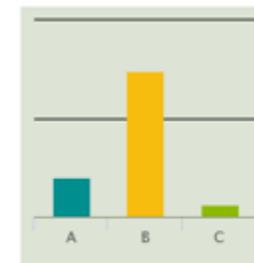
Poll Questions

Click on your screen in the box next to your answer choice.

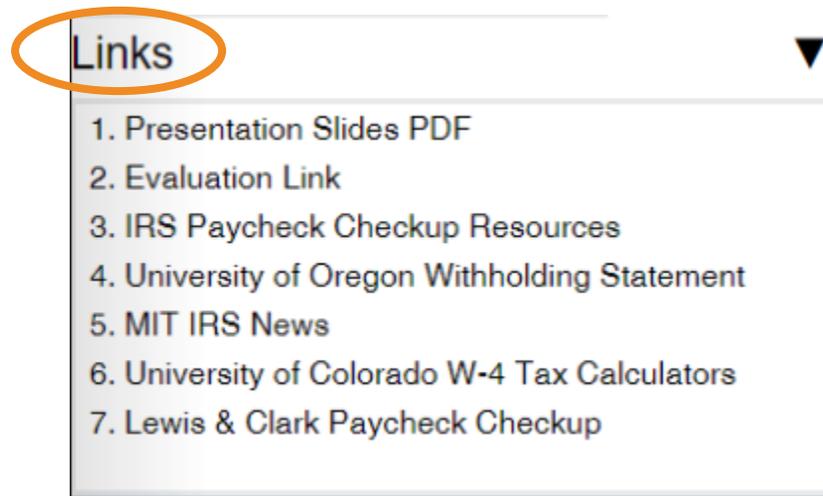
Poll Question

At which stage would you currently place your institution overall when it comes to most strategic decision-making?

- 20% - 1 A Reliant on gut, intuition, experience
- 74% - 19 B Data-informed
- 6% - 2 C Data-driven



Handouts



Available for download in the “Links” section of your dashboard.

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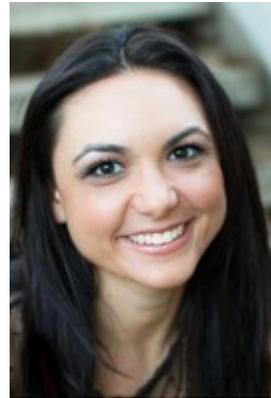
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cupa·hr™ Webinar

Presenters



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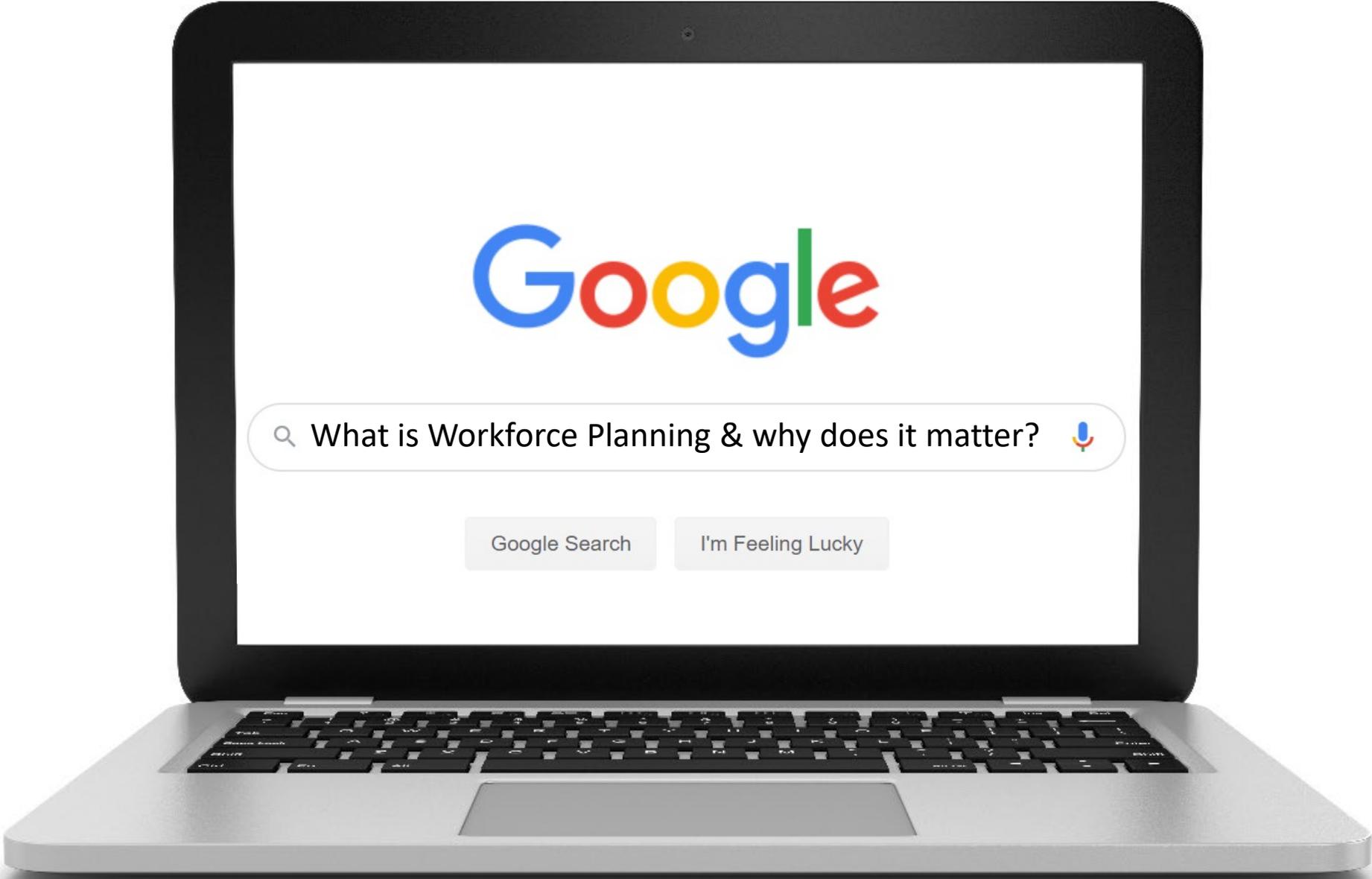
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Google

🔍 What is Workforce Planning & why does it matter? 🗣️

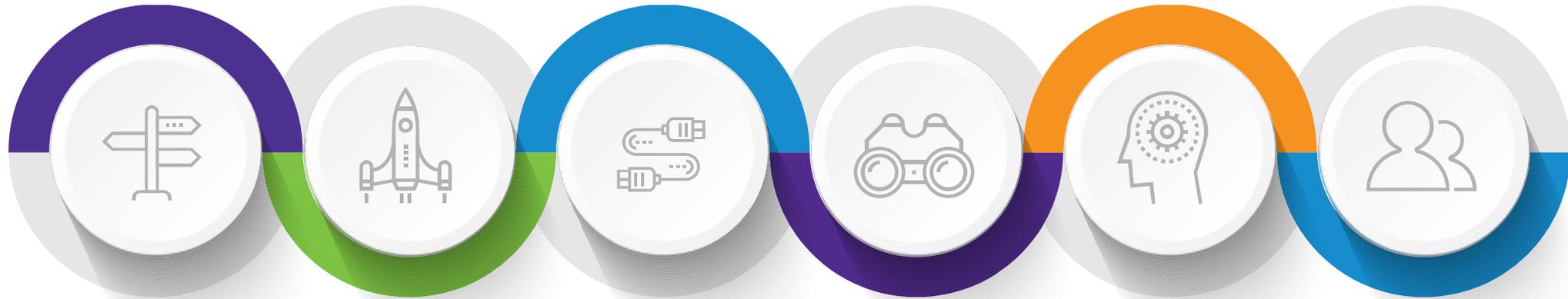
Google Search

I'm Feeling Lucky

The landscape of higher
education is changing

^
still

Workforce Trends Impacting Higher Ed



RETIREMENT OF BABY BOOMERS

10,000 Baby Boomers turn 65 in the U.S. every day. That rate will continue every day until 2030



NEW GENERATION OF WORKERS

By 2025, **75%** of US workforce will be Millennial and Generation Z with unique employment demands



INCREASED TECHNOLOGY IN WORKPLACE

Today there are over **17 billion** connected devices on the planet, driving the need for employers to adapt to technology demands



LOW UNEMPLOYMENT LEVELS

Unemployment rates are at **3.5%**, the lowest they have been in nearly 50 years, making competition for talent intense



MENTAL HEALTH SERVICE DEMANDS

Need and demand for mental health services are increasing dramatically, and **78%** of Americans are living paycheck to paycheck



DIVERSITY AND INCLUSION FOCUS

80 percent of more than 1,300 full-time employees in the U.S. cite **inclusion as an important factor** when choosing an employer

Audience Poll

Of these six trends, are you experiencing or starting to experience these trends at your institution?

- a) Yes
- b) No
- c) Unsure



Audience Poll

Select which of these six trends are a high priority at your institution:

- Retirement of baby boomers
- New generation of workers
- Increased technology in workplace
- Low unemployment levels
- Mental health service demands
- Diversity and inclusion focus

Aging Workforce

Every day in the U.S., 10,000 people turn 65

- This trend will continue until at least 2030

Gen X is making up the core of leadership roles as boomers retire, but the generation is far too small to fill the void

Certain positions in management and other specialized areas are particularly vulnerable

- Skilled Trades in particular will see a workforce shortage, with up to 60% in many of these fields currently over age 45



Intense Competition for Talent

U.S. Unemployment Rate Decreases Further

- The U.S. unemployment rate has been trending at around **3.5%**, the lowest in 50 years
- There are over 7M job vacancies in the US
- Nearly 90% of hiring managers are filling vacancies in less than 4 weeks

The U.S. Unemployment Rates in the Period 2007 – 2017



Source: United States Department of Labor

Targeted Strategies for Addressing Workforce Trends

Aging Workforce



- Engage in institutional-wide workforce planning to identify your gaps and areas of risk
- Build innovative recruiting pipelines
- Move longer term employees into expanded mentorship and development roles—leverage their skills, knowledge and experience
- Establish a succession plan
- Invest in broader professional development efforts

Targeted Strategies for Addressing Workforce Trends

New Generation of Workers

- Rethink training and development and create do-it-yourself, just-in-time, bite-sized learning modules
- Develop innovative rewards programs that recognize innovation, experiences and other contributions not linked to time in role
- More portable and flexible compensation and benefits
- Establish flexible work options
- Reimagine your performance management processes to allow for more frequent and timely feedback
- Revamp internal communication strategies and approaches
- Enhance access to technology
- Align recruiting strategies, branding and value propositions to new generations of workers

Targeted Strategies for Addressing Workforce Trends

Increased Competition for Talent

Strengthen recruiting capabilities within HR

Streamline recruiting processes to allow for quicker and more nimble hiring

- Develop new and innovative recruiting and hiring strategies

Develop a formal employer of choice effort

Define your EVP and employer brand

- Focus on retention of talent through meaningful engagement and retention programs





Targeted Strategies for Addressing Workforce Trends

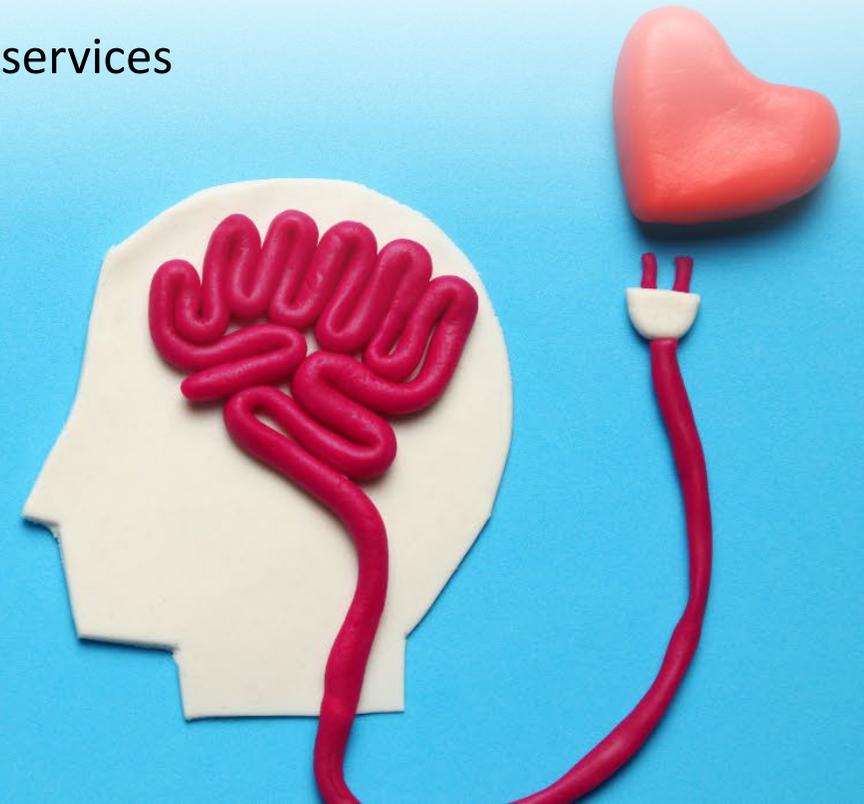
Technology

- Redesign and streamline HR processes
- Create easy, accurate and timely access to HR information and Services
- Automate core HR processes where possible
- Stay informed of technology advancements and needs
- Look for opportunities to add just-in-time, on demand tools and applications (training, benefits, recruiting, on-boarding)

Targeted Strategies for Addressing Workforce Trends

Mental and Financial Wellness

- Expand access to mental and behavioral wellness services and support
- Assess quality, effectiveness, awareness and use of your EAP
- Invest in and expand employee wellness programs
- Add or expand employee access to financial planning support and services

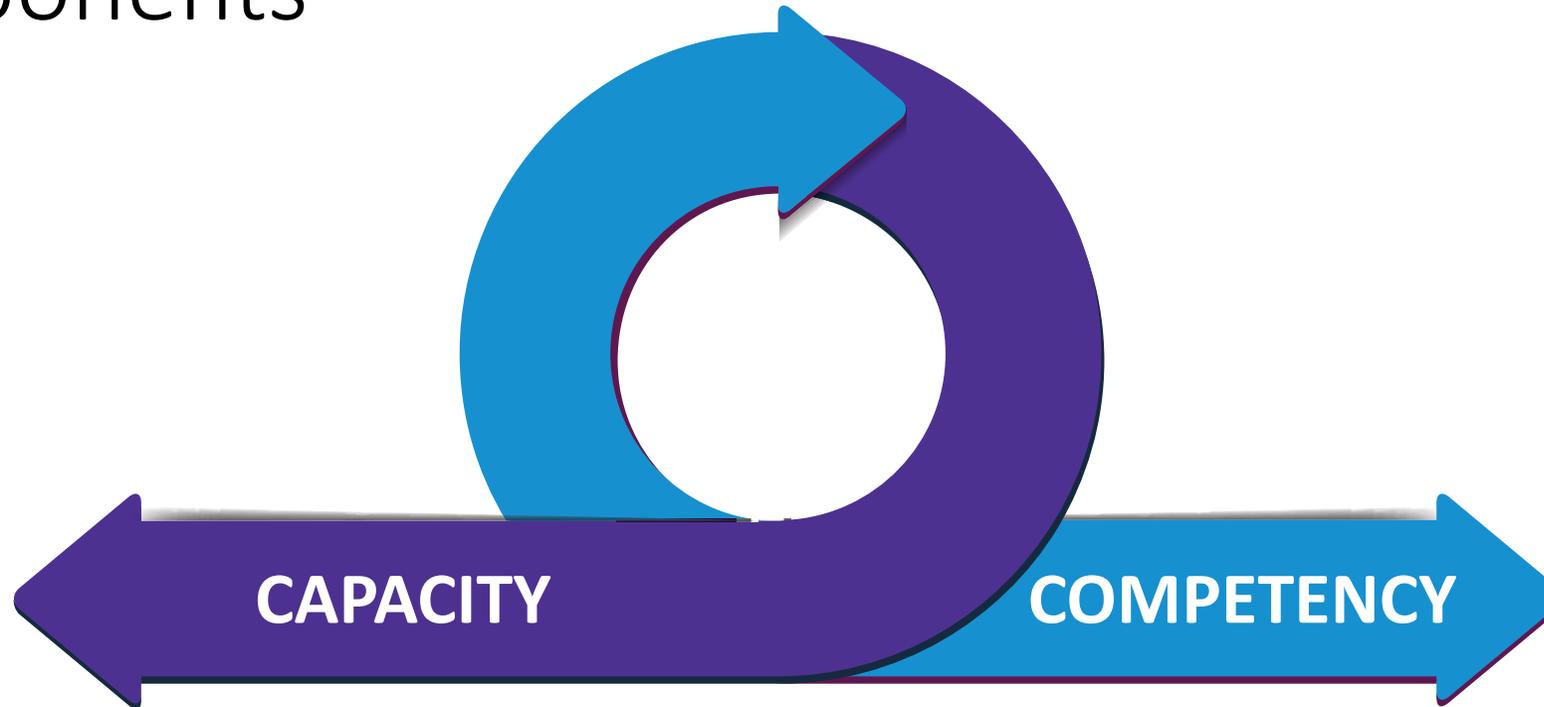


Targeted Strategies for Addressing Workforce Trends

Diversity and Inclusion

- Set the tone for diversity, inclusion, and access, by ensuring robust training and development for senior leaders and managers to serve as champions of diversity and inclusion
- Targeted outreach and recruitment programs to diverse populations
- Events and activities that embrace and celebrate various cultures and belief systems, with strong leadership participation and support
- Establish formal programs to create a culture of inclusion (e.g., employee resource groups)

When thinking of WFP...consider these two components



Do we have enough people in our organization today and in the future to carry out our mission and to deliver the value and services that we've promised to our customers?

What are the competencies that we will need in the future?

What Sibson is seeing at client institutions

Greatest **capacity** needs in higher ed:

- Management and Supervisors
- Budget and Finance
- Skilled Trades
- Information Technology
- Marketing
- Sales
- Communication
- Analytics

Greatest **competency** needs in higher ed:

- Adaptability
- Collaboration
- Leadership
- Growth Potential
- Prioritization
- Analytical
- Eager to learn

Capacity and competency gaps are identified... Now what?



Capacity and competency gaps are identified... Now what?



Audience Poll

Are you currently doing succession planning at your institution?

- a) Yes
- b) No
- c) Unsure



How many of you ~~are~~
~~doing succession planning~~
hired someone?
promoted someone?
developed someone?
retained someone?



Succession Planning

"Plans are useless,
but planning is everything".

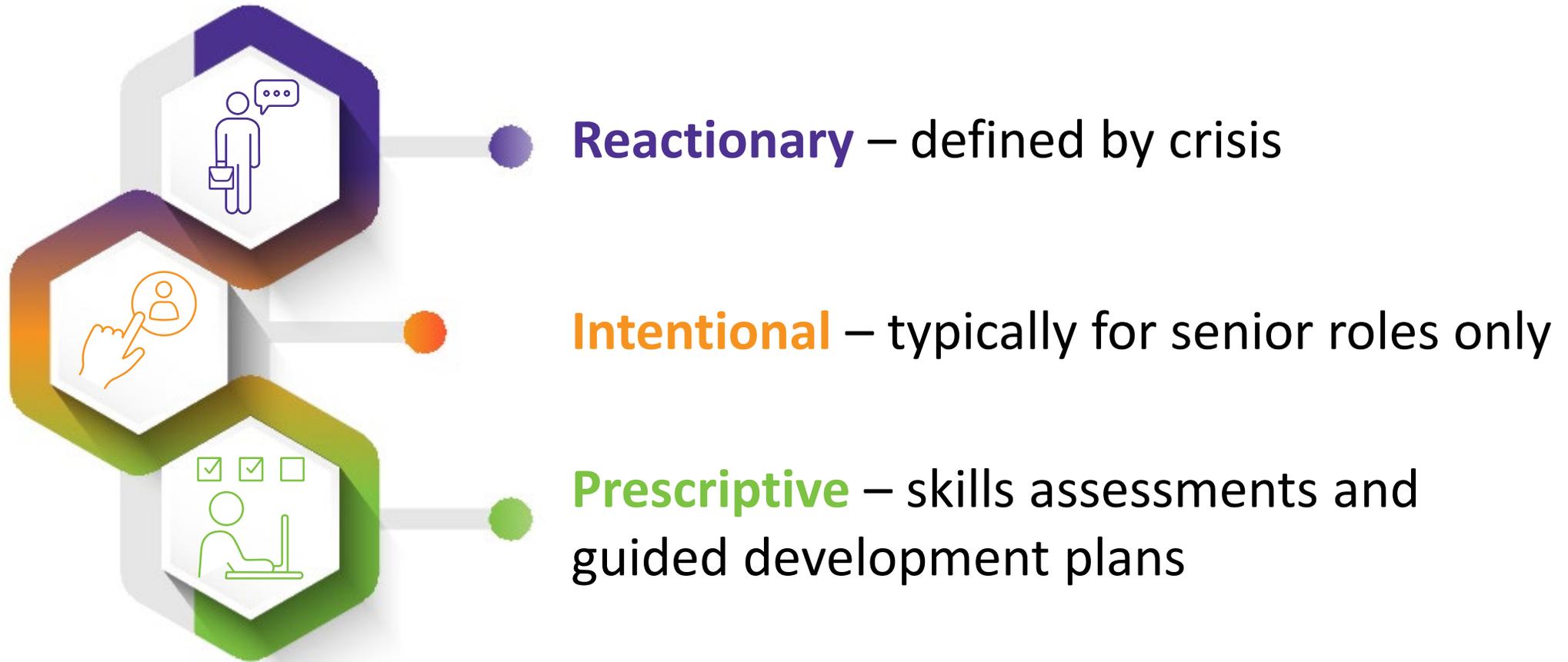
- D. Eisenhower

Succession Management Defined

Succession Management is the use of a deliberate process to plan appropriately for vacancies in critical positions and to identify, develop, retain, and deploy key talent.



Succession Scenarios



Talent Assessment

Critical Roles Assessment

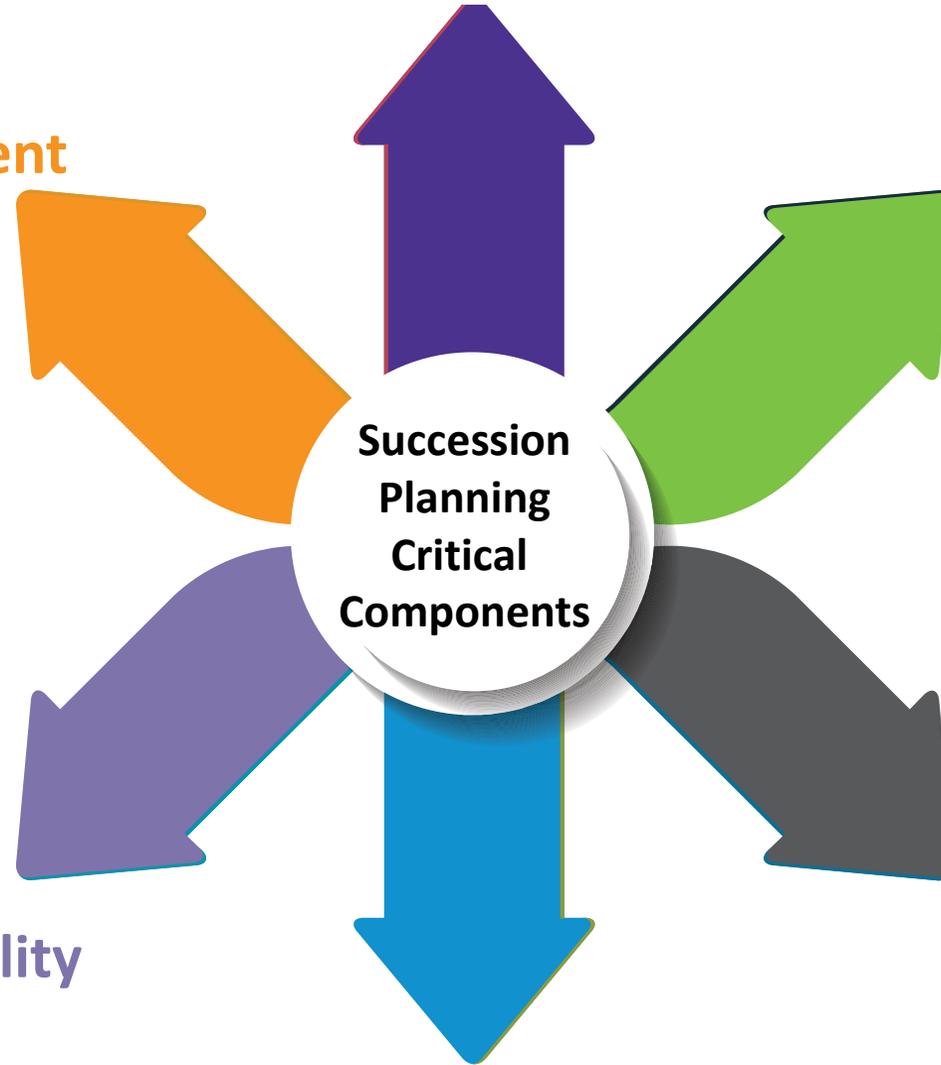
Calibration

**Succession
Planning
Critical
Components**

Development and Mobility

HiPo Identification

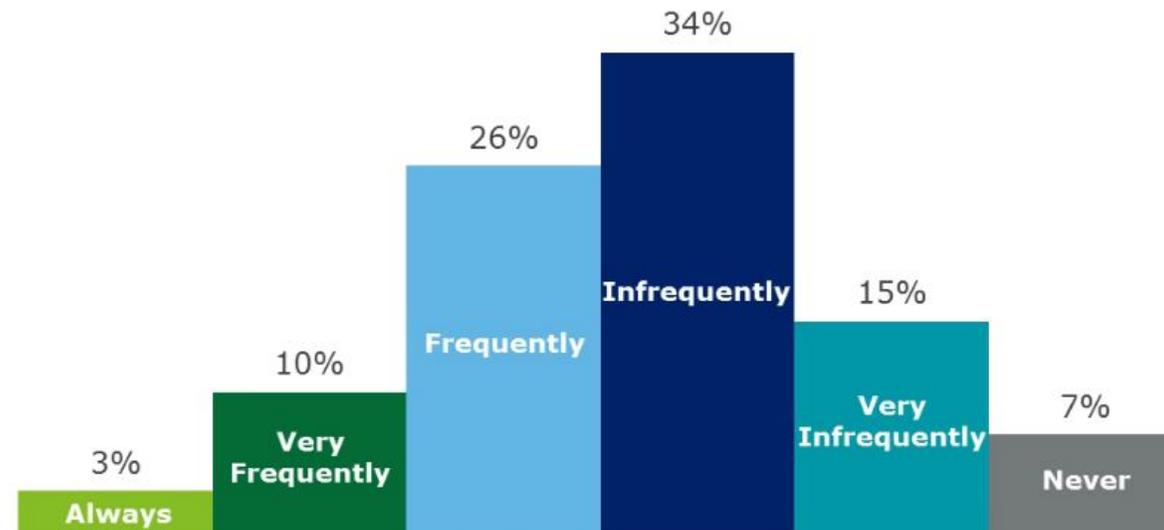
Talent Reviews



The Future of Work

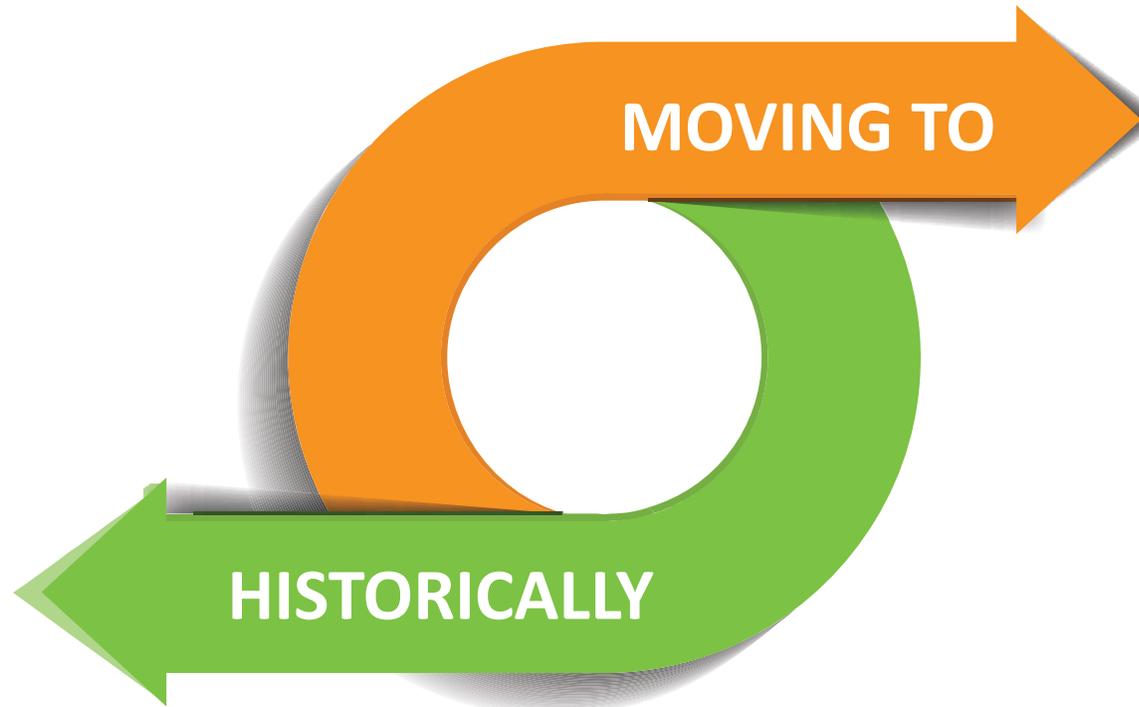
Are You Maintaining a Strong Talent Pipeline?

Organizations maintain a strong leadership pipeline for key positions



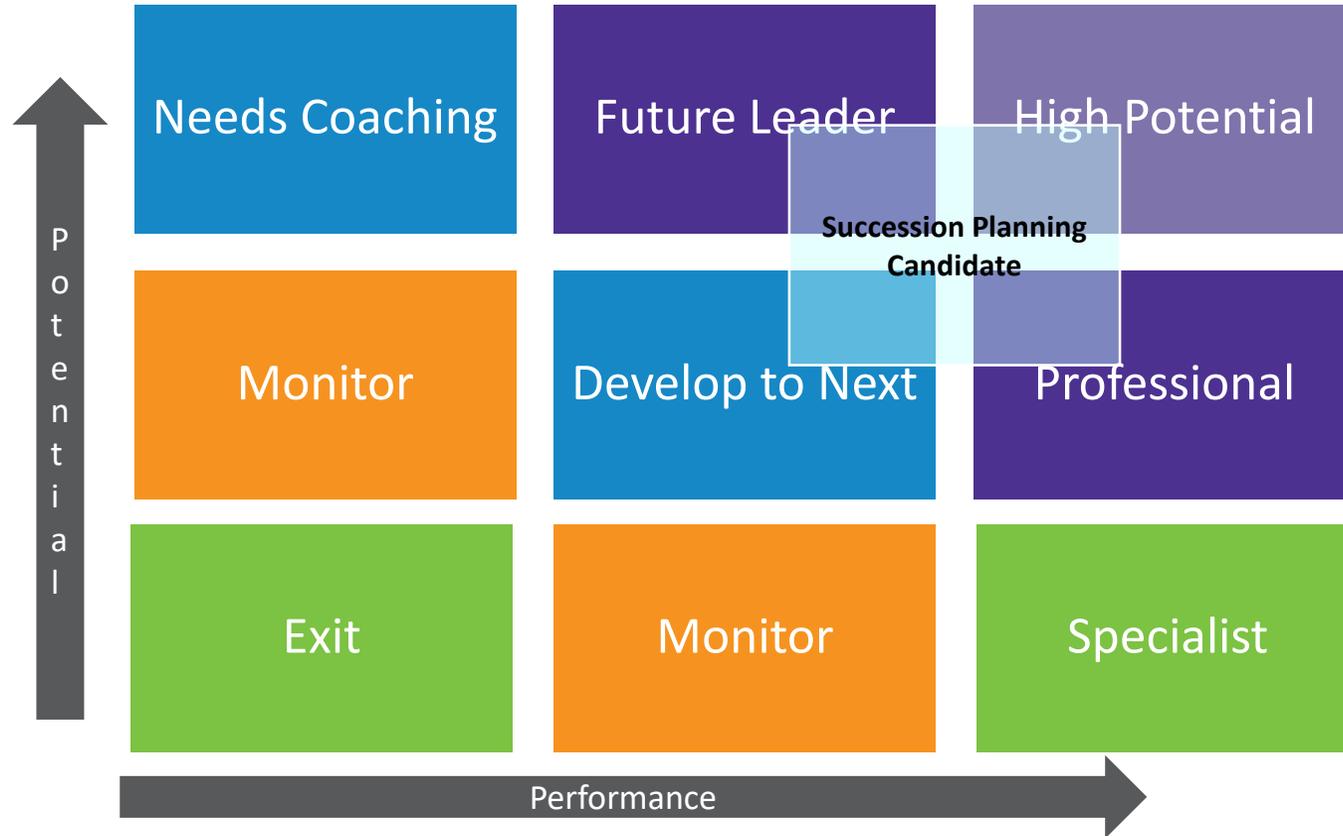
Succession Management Journey

- Stand-alone
- Manually intensive
- Fragmented picture
- C-Suite focus
- Limited bench visibility
- Divisional
- Somewhat subjective
- Not development-focused
- HR-owned



- Integrated and aligned
- Automated
- Critical Roles
- Talent Profiles
- Pipeline
- Cross-functions / enterprise
- Standard procedures / content
- Actionable development
- Business-owned

Annual Succession Plan



A slightly modified nine box can be used for Succession planning that integrates with the 9box for performance / potential.

9-Box Purpose

Performance Management

Conducting performance calibration, ranking performance, implementing equitable pay for performance, making termination decisions

Succession Management

Determining job fit, conducting talent calibration, establishing career potential, assessing readiness of future roles

Compensation

Ensuring pay equity, calculating bonuses, assessing base salary

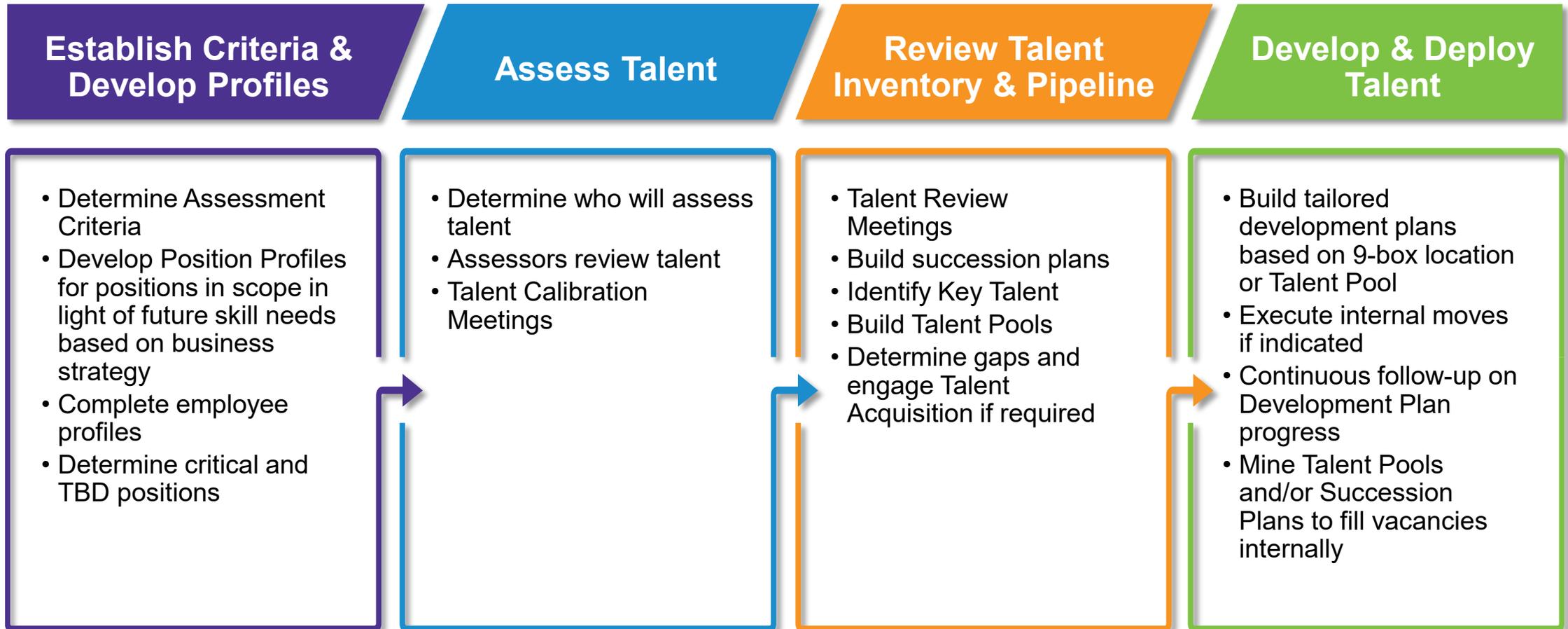
Learning & Development

Defining types of development appropriate at a point in time, given specific criteria and location on the grid

Reflective Questions

- Is our current people strategy future-focused and based on employee growth and development?
- Do we set aside sufficient time and budget for innovation and experimentation?
- Do we embrace continuous learning?
- Do we have systems in place to hire diverse talent, build their skills and leverage diverse perspectives?
- Is our Career Framework detail and dynamic enough to provide guidance on the skills and experiences needed?

Point of View: Succession is a Continuous Process



Questions



Thank You



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The logo for Cornerstone, featuring a blue square with a white circle inside, followed by the word "Cornerstone" in a bold, blue, sans-serif font.

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