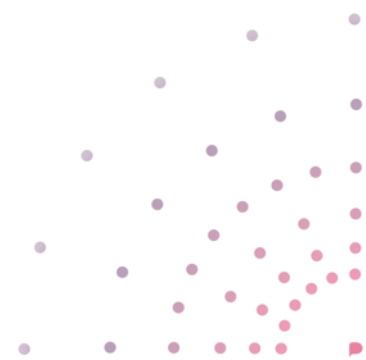


A photograph of a man and a woman in business attire. The man, on the left, is older with grey hair, wearing a dark suit and a blue patterned tie. He is gesturing with his right hand. The woman, on the right, has dark hair and is wearing a dark blazer. She has her arms crossed and is looking at the man. In the background, another man in a suit is visible, slightly out of focus. The setting appears to be a modern office with large windows.

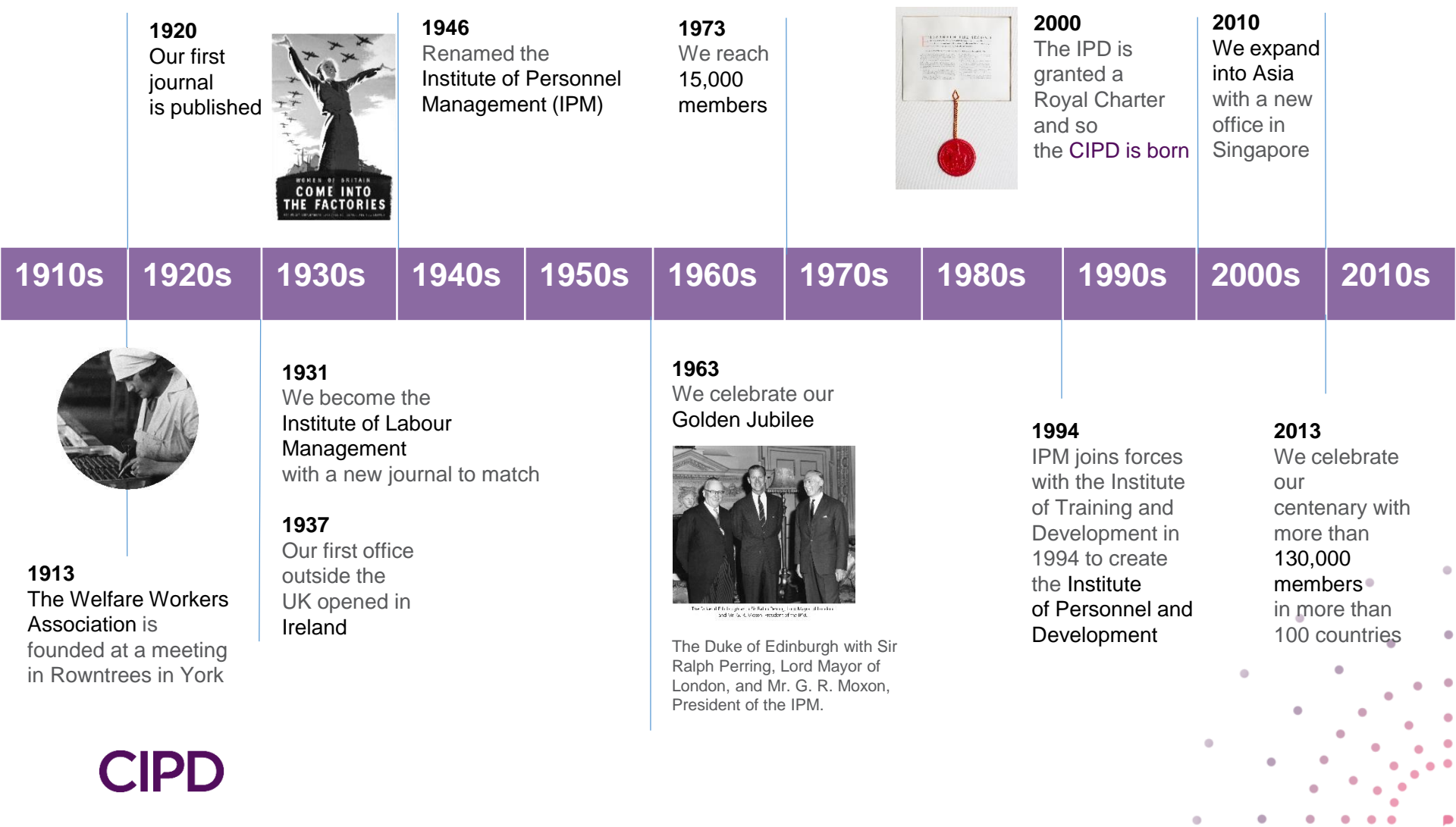
Using futures in strategy development

Outline

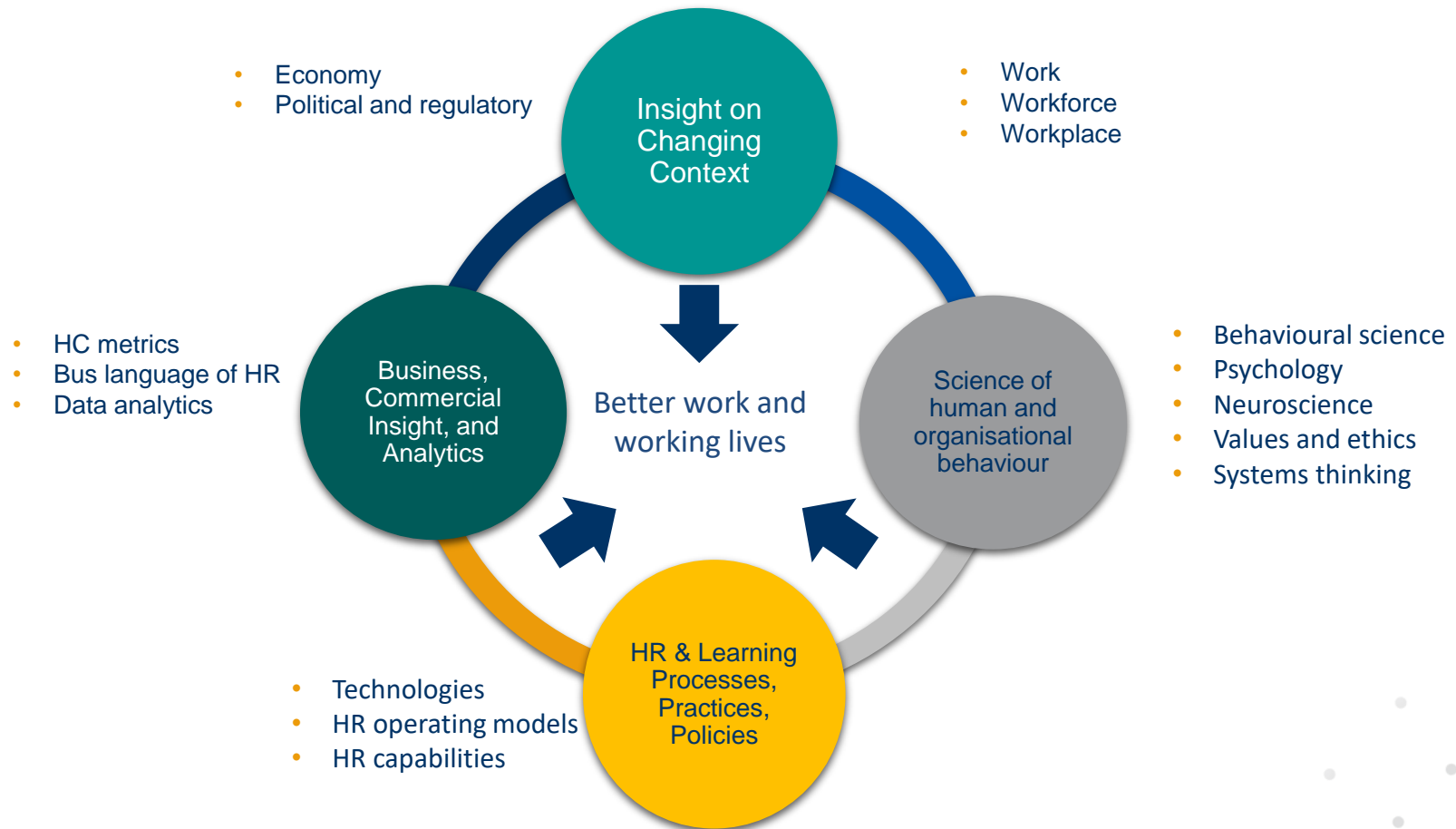
- Introduction to the CIPD
- Brief outline of futures methodologies, what it is and what it is not
- The assumptions we make
- Using futures in strategic workforce planning – an example from Singapore
- Implications for strategic workforce planning



Championing better work and working lives for more than 100 years



A framework for CIPD's knowledge capital



Sources of evidence

CIPD

In partnership with



Future of HR and Learning

Evidence-based practice

Scientific literature
empirical studies

Organisation
internal data

**4
SOURCES**

Stakeholders
values and concerns

Practitioners
professional expertise

Evidence-based practice
is about making
decisions through
the conscientious,
explicit

**6
STEPS**

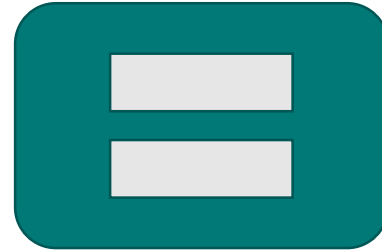
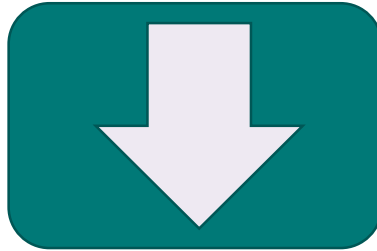
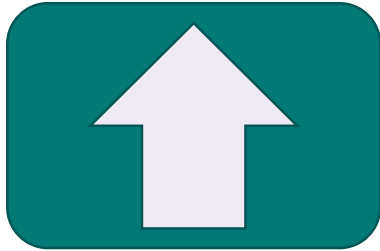
and judicious use of
the best available
evidence from
multiple
sources by:

6 steps

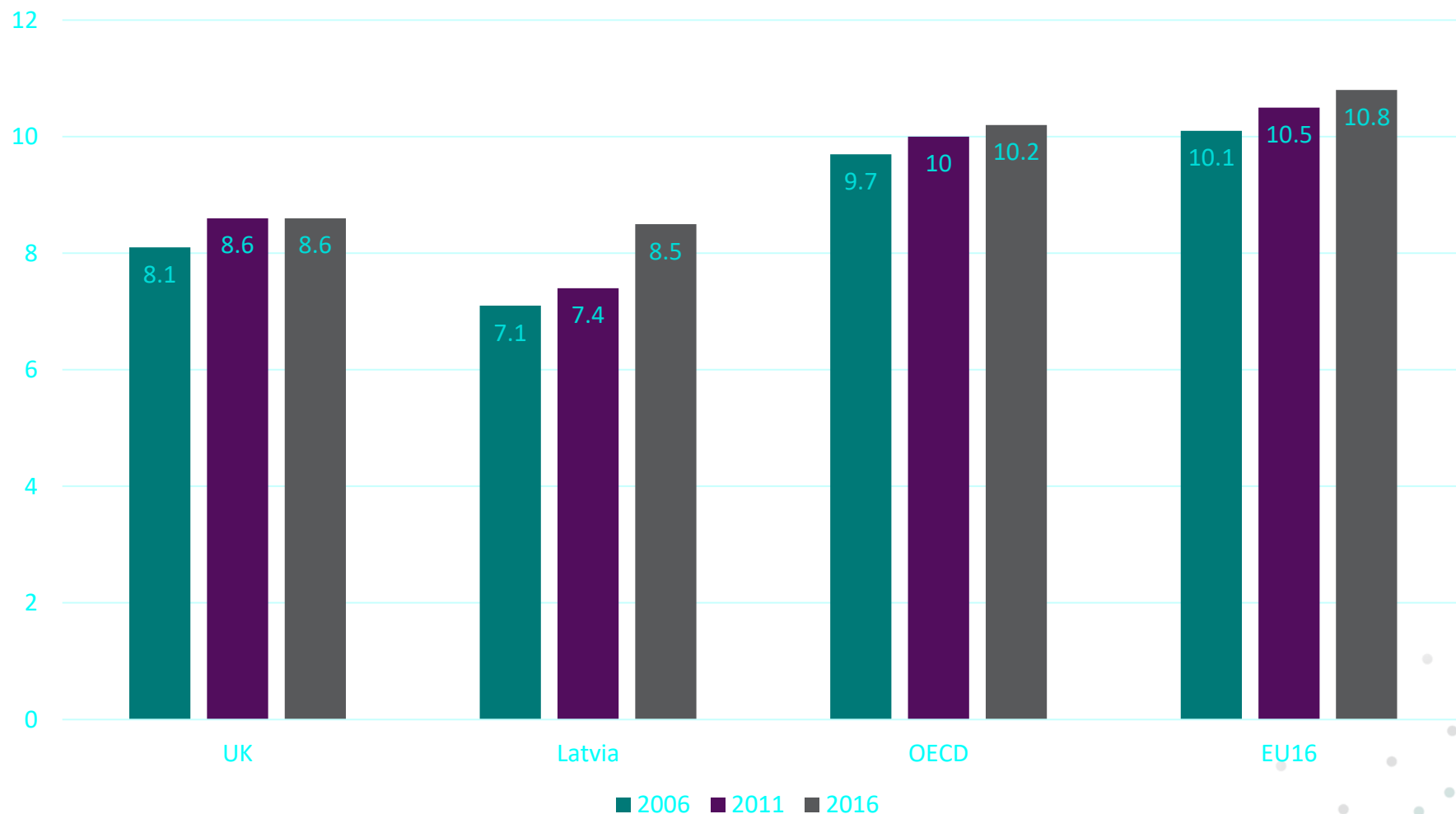


Average job tenure 2006-2016

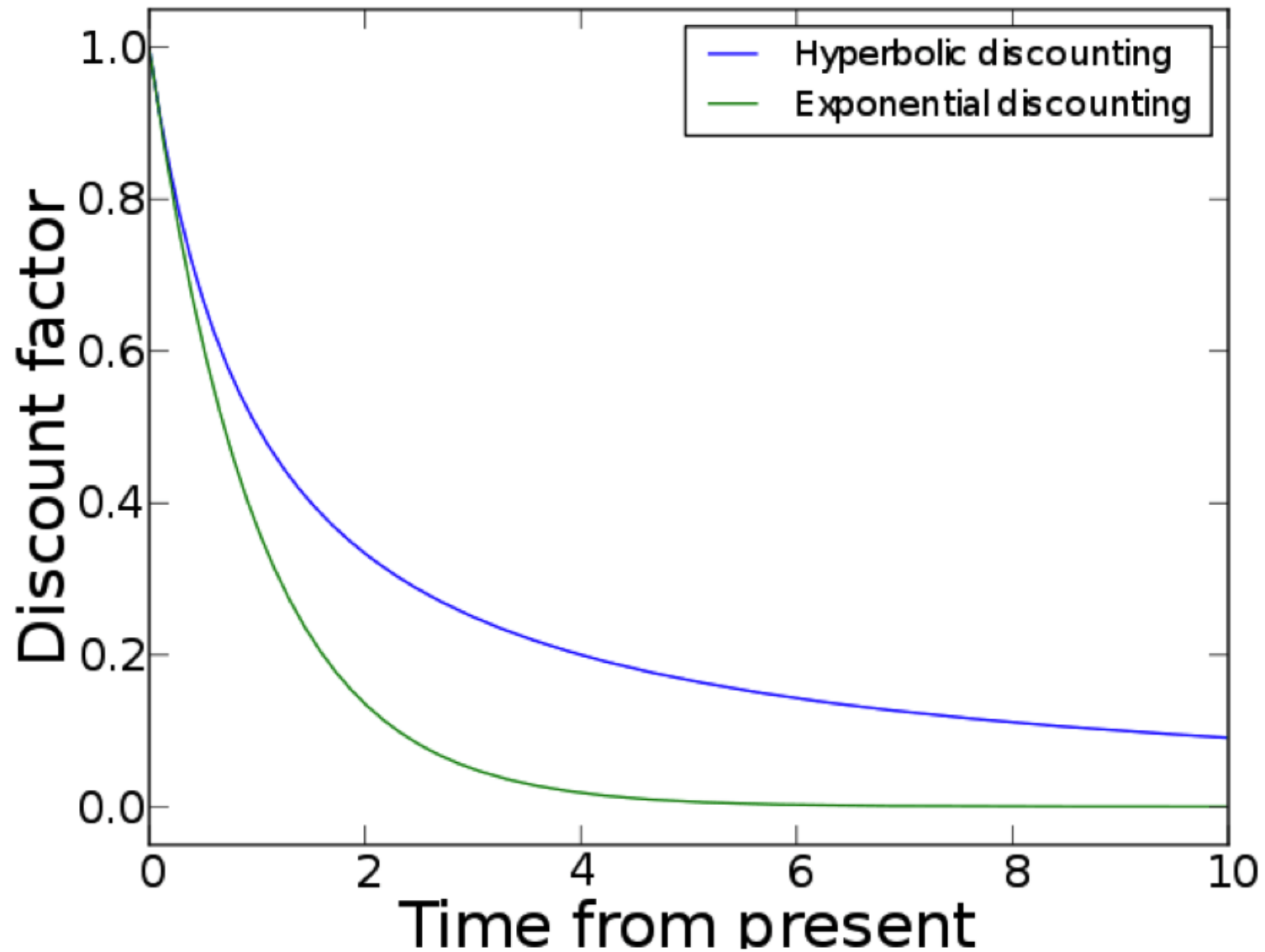
- In the industrialised countries of the world, what is the general trend for average job tenure in the last 10 years?



Average job tenure 2006-2016



Temporal myopia





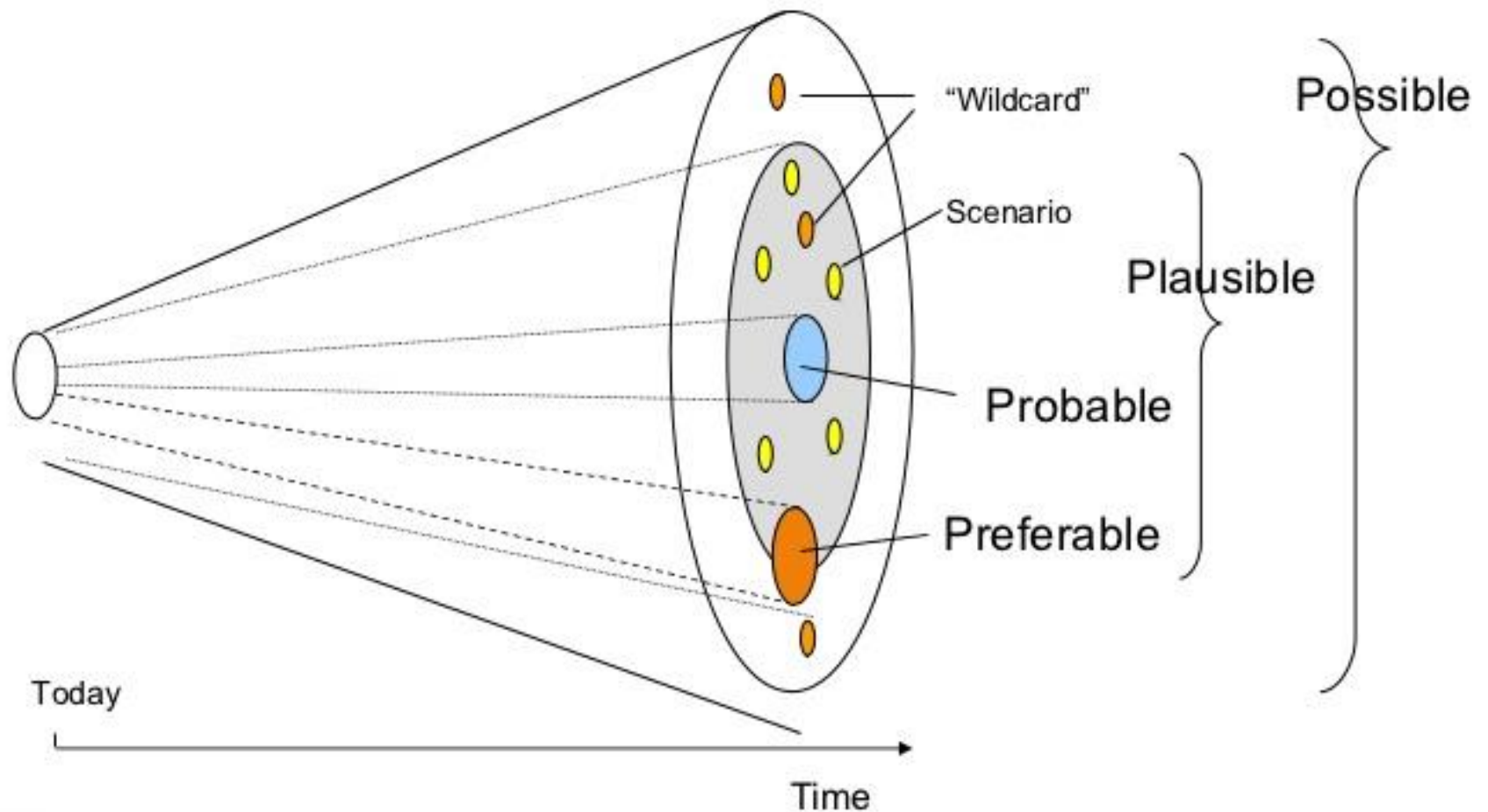


Geocentric armillary sphere (Ptolemaic c. 1725)



Heliocentric armillary sphere (Copernican c. 1725)

Types of Futures



The Future of Talent in Singapore 2030



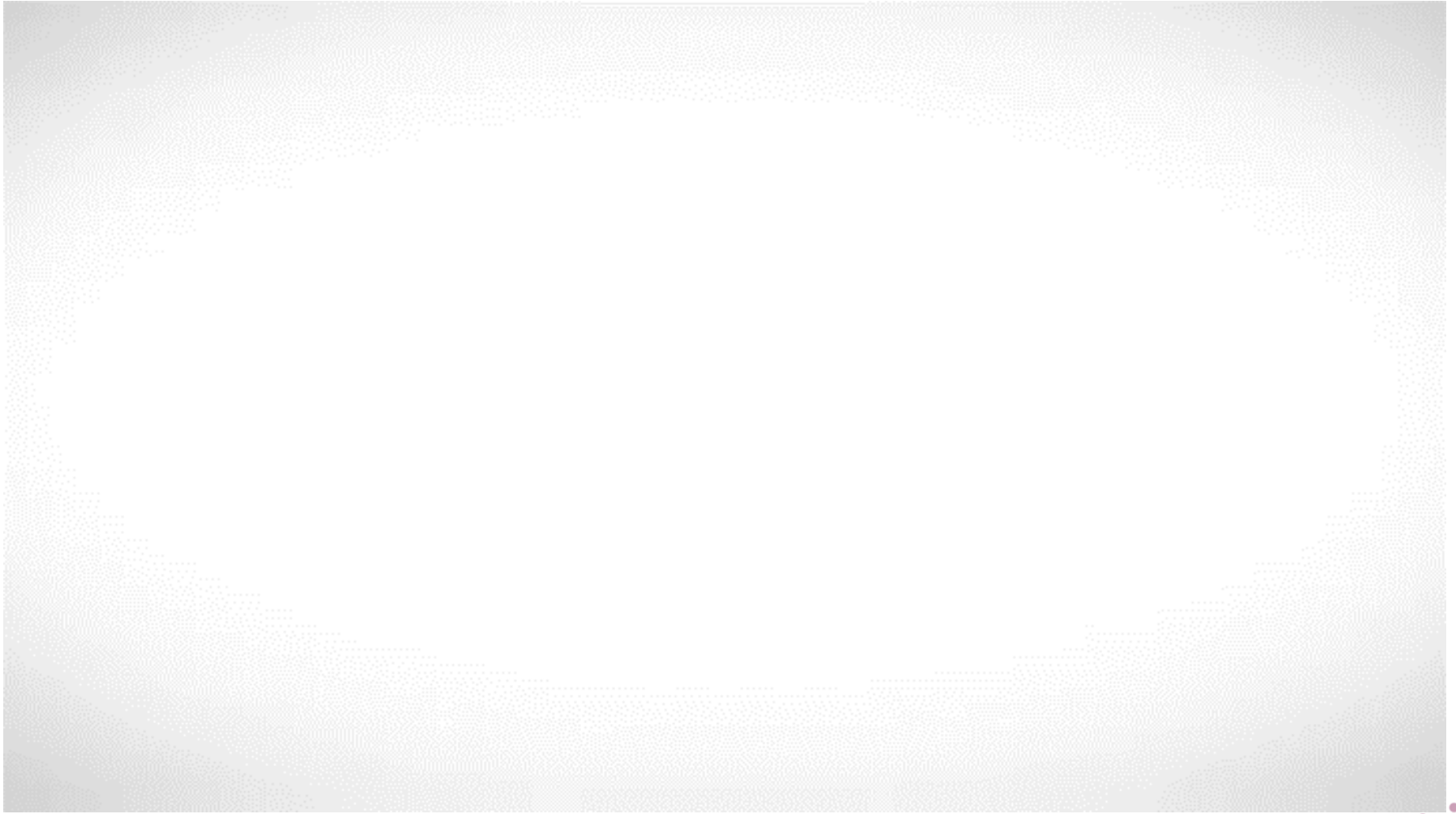
in collaboration with



human
capital
leadership
institute



Singapore 2030: the trailer..



Questions

- How is 'talent' understood in Singapore?
- What are the most significant factors shaping the understanding of 'talent' today?
- What are the drivers shaping the context to that understanding of talent in the next 15 years?



Futures Methodology



Three Components

1. Delphi Study
2. Trend Analysis
3. Scenario Building



Drivers of change (from Delphi expert panel)

Culture	Labour Market	Wild Cards
<ul style="list-style-type: none">• Impact of a benign environment• High cost of failure• Education and calibration for the conventional• Complacency and lower risk appetite	<ul style="list-style-type: none">• Low unemployment rate• Labour/skills shortages• Migration rate• Sustaining productivity	<ul style="list-style-type: none">• Conflict and instability in the ASEAN region / Singapore• Environmental Drivers including climate change• Pandemics• A global financial crisis
Economic Development	Policy Interventions	
<ul style="list-style-type: none">• Missed opportunities by home-grown talent due to culture	<ul style="list-style-type: none">• Policy interventions by the state	

Trend Data & Drivers



Demographics



Economic



Technology



Environment



Political



Social



1. Steady as she goes



2. No one is an island



3. Fortress Singapore

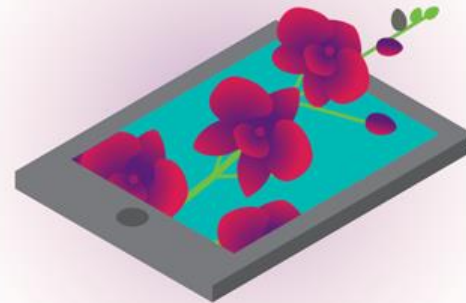


4. Bless Thy Neighbour



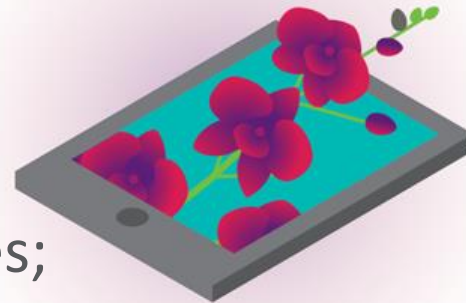
Implications

- Evolution of the State
- Power and Ethics
- Questions of Fairness
- Talent Mobility
- Knowledge and Skills Obsolescence



Implications for strategic workforce planning

- Capability: Mobility; human cloud; data & AI
- Resilience: Surveillance; privacy; talent selection (academic quals?);
- Relevance: Choices; disintermediation; discontinuities; leadership; where is the value in value chains?
- Governance: Shifts in paradigm; diversity in assumptions



The future is not built on possibilities and numbers but on clarity of vision, planning, action and implementation

HH Mohammed bin Rashid Al Maktoum

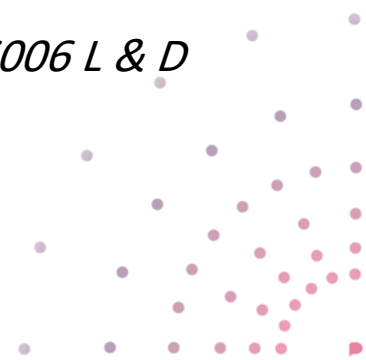
Vice President of the United Arab Emirates · Prime Minister of the United Arab Emirates · Ruler of Dubai

ISO 30409 HRM: Workforce Planning

- Workforce planning: the systematic identification, analysis and *planning* of organizational needs in terms of people
- Planning: process of thinking about and organizing the activities required to achieve a desired outcome

C a p a b i l i t y ; R e s i l i e n c e ; R e l e v a n c e ;
G o v e r n a n c e

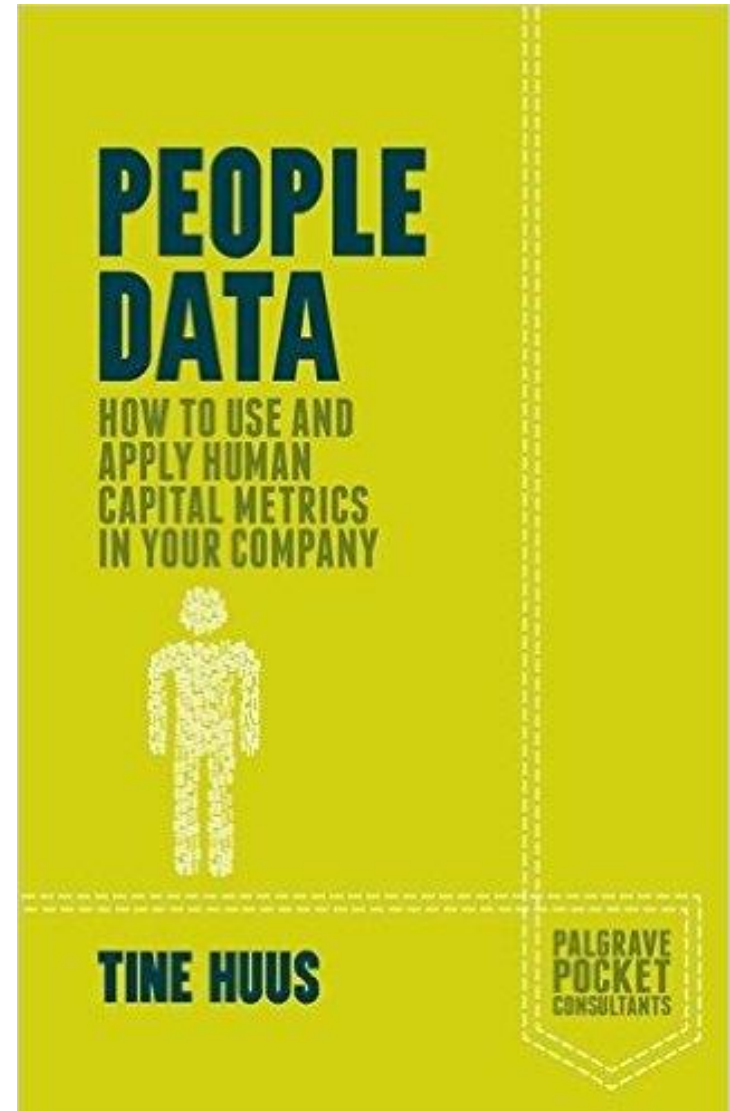
See also: *BS76000 Valuing people in organizations; BS76005 D & I; PD76006 L & D*



People data considerations

- Uniqueness
- Quality
- Access
- Privacy
- Governance

Tine Huus (2015). People Data



HCM guiding principles

- It is possible to estimate and classify value of people as well as cost
- Fairness and quality in people decisions and investments generate organisational success
- People data reveals value, cost, fairness, and quality of people (processes) across the talent management life-cycle
- Human capital metrics attempt to compensate for and reduce the effect of biases and mistakes in human judgment

HCM maturity

Foundational	Intermediate	Advanced
<ul style="list-style-type: none">•Demographics (e.g. Age, Tenure)•Classification / Remuneration•Diversity•Temporary performance / transfers•Gender mix•Unplanned leave	<ul style="list-style-type: none">•Resource cost•Segmentation (e.g. Job Families)•Investment Mix•Workforce projections (static)•Attrition (external)•Seasonal supply projections•Workforce Capability (Capability, qualifications, accreditations, knowledge sets)	<ul style="list-style-type: none">•Optimal workforce mix•Workforce projections (including gap linked to optimal mix)•Management Layers•Proactive Health risk assessments•Workforce shifts (Attrition & intern. churn)•Workforce Design•Succession and Talent (Time/Cost/Impact)•Seasonal supply projections with int. resource analysis•Supply projections with integrated recruitment pipeline and internal mobility pipeline•Geo-spatial analysis•Integrated Scenario modeller

Home

Workforce Actuals

	3 Yr Average %	Organisation
Headcount	21,000	20,944
FTE	21,000	19,499.7
Average Staffing Level (ASL) cap (FTE)	21,000	20,000
FTE (Differential)	0	-500

Indicators

Legend:

⚠ Enter parameter

⚠ Monitor / Caution

⚠ Attention / Risk

Indicators:

Neutral

Well placed

Monitor

Area for attention

Graduates

Graduate Pool	250
Adjusted (Differential)	-250

Scenario

ASL Scenario	21,000
Scenario Differential	-1,250

Focus Areas

Measure	Job Family
Ageing workforce	52.3 Senior Executive
	48.9 Governance and Performance
	47.9 Engagement, Assurance and Compliance
 Indigenous representation	0.3% Communication and Marketing
	0.3% Law
Current %, Gap@3%	1.3% -355.32
Areas of Oversupply (Accounting for Graduate intake)	30.8 Analytics, Risk and Intelligence
	25.4 Project Management
	7.7 Governance and Performance
Areas of Undersupply (Accounting for Graduate intake)	-124.0 Service Delivery
	-45.2 Information Technology

Workforce Shift scenario

Salary Expenditure

\$1,711,457,031	Salary expenditure
\$87,768	Average salary per capita
\$1,508,587,283	Salary expenditure (Scenario)
\$83,810	Average salary per capita (Scenario)
-\$202,869,748	Harvest (Scenario)

Workforce Shifts

504	Service Delivery
363	Engagement, Assurance and Compliance
270	Administration
-38	Information Technology

Executive summary

Core delivery

Overview of:

- Areas for attention; Areas to Monitor, Areas well-placed
- Recruitment, sourcing and supply strategies
- Workforce Design issues (including ASL pressures)

Core enabling

Overview of:

- Areas for attention; Areas to Monitor, Areas well-placed
- Recruitment, sourcing and supply strategies
- Workforce Design issues (including ASL pressures)

Administration, support and enabling

Workforce Mix and Scenario Modelling

Workforce Actuals

	3 Yr Average %	Current
Headcount	21,000	20,944
FTE	21,000	19,499.7
Average Staffing Level (ASL) cap (FTE)	21,000	20,000
FTE (Differential)	0	-500

Graduate pool

Graduate Pool	250
Adjusted (MOHRI Differential)	-250

Scenario modeller (Cap)

ASL Scenario	 21,000
Scenario Differential	-1,250

Workforce Mix

	3 Yr Average %	Current % Mix	Current	Optimum	Deficit / Oversupply	Recruit / shed (1yr)
Core Delivery	Analytics, Risk and Intelligence	4.6%	905	928	22	109
	Engagement, Assurance and Compliance	24.0%	4,683	4,803	-48	403
	Law	8.6%	1,675	1,718	-13	157
	Senior Executive	1.3%	244	250	-6	14
	Service Delivery	26.6%	5,184	5,316	-125	659
Core Enabling	Entry Level Programs	1.8%	348	357	-2	27
	Information and organisation professionals	4.8%	929	953	-24	80
	Information Technology	9.0%	1,763	1,808	-45	116
	Project Management	3.9%	765	785	-18	95
Admin, Support & Enabling	Accounting/Finance	1.5%	299	307	5	32
	Administration	6.9%	1,350	1,385	-22	102
	Communication and Marketing	1.7%	341	350	-4	30
	Governance and Performance	0.3%	49	50	6	12
	Human resources management	3.0%	595	610	-15	42
	Other Agencies	1.9%	372	381	3	41
Organisation wide		100.0%	19499.7	20000	-250	1917

12 month plan (scenario)

% Mix	Recruit / shed (1yr)
5.0%	231
24.0%	641
8.9%	308
1.3%	36
26.0%	802
1.8%	48
5.0%	177
10.0%	408
4.0%	151
1.6%	61
6.0%	-23
1.8%	59
0.2%	3
2.5%	-43
1.9%	59
100.0%	2917

 Ensure 100%

Salary expenditure	\$1,711,457,031	\$1,755,367,550	-\$43,910,519
Average	\$87,768		

Scenario expenditure	\$1,760,018,497
Scenario harvest	\$48,561,466
Scenario Average	\$83,810





Thank you.
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Head of Insight & Futures