

Strategic Workforce Planning (SWP)



Do you have a plan in place to ensure your business has the right people with the right skills in the right place at the right time to fulfil your organisational strategy?

The world of work is becoming an increasingly complex place to navigate. With economic uncertainties and demographic shifts, it is impossible for organisations to use simple head-count calculations to determine their desired workforce. Strategic Workforce Planning is becoming the most sought-after competency in HR and business today. SWP is the only curriculum to go past traditional manpower planning, to a qualitative decision framework that aligns workforce variables with broader organisational strategy.

KellyOCG is delighted to be partnering with the Human Capital Institute, bringing the Strategic Workforce Planning (SWP) qualification to Europe for the first time ever. With a history of training some of the World's highest profile organisations such as Coca Cola, Deloitte and Google in the art of SWP, HCI is renowned for delivering an insightful and inspiring curriculum. We invite you to be one of the first in Europe to become qualified in this World recognised accreditation.

[Register for the Course](#)

Strategic Workforce Planning (SWP)



Why HCI?

HCI-at-a-Glance

The Human Capital Institute provides solutions that advance the practice of human capital and strategic talent management. We are a global clearinghouse and catalyst for new ideas and next practices, and a resource for the most progressive organisations and executives in the world.

HCI Membership

HCI is one of the fastest growing executive associations today, with over 195,000 members worldwide. Our members are Strategic Human Resources, OD/Learning and Line executives who share the conviction that human capital is the only sustainable competitive advantage in a global economy.

HCI's Unique Value

HCI is not an HR association, though we serve many strategic HR executives. Our mission is the integration of human capital and business strategy, and our unique value is defining the paradigms and talent practices that result in a high-performance culture. In the process, we help traditional managers become talent leaders, and transform century-old management models into talent-driven innovation and game-changing results.

HCI's Global Network

HCI has developed an unprecedented network of resources. From top business schools like Wharton, Kellogg and Tuck, global consultancies like Deloitte, Accenture and Booz Allen, and partners like Dr. Gary Hamel's Management Information Exchange (MIX), HCI derives a rich stream of the most innovative thought leadership and creative new ideas.

Online Talent Communities

HCI is the world's largest aggregator of open source news, information and research at the intersection of human capital and business strategy. Our Online Talent Communities offer access to over 100,000 articles, white papers and case studies, a digital library of over 1,800 instructional webcasts, podcasts and videos, and a daily feed of over 200 expert blogs.



Human Capital Institute

The Global Association
for Strategic Talent Management

[Register for the Course](#)

195,000

HCI Members Worldwide

18%

in Emerging Markets

Audience Profile

96%

of the Fortune 500

77%

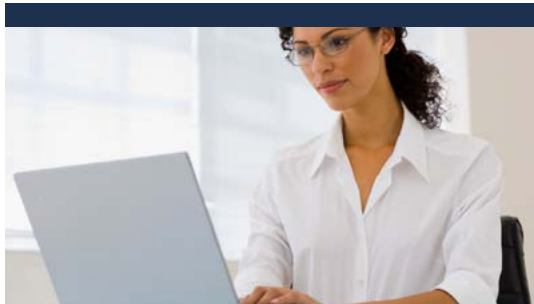
of the Inc. 500

52,000

Mid-size Firms

726

Colleges & Universities



HCI SWP Certification

A Powerful Network of Peers

SWP graduates often cite the interactive nature of the course, and particularly the learning that takes place through sharing experiences and insights with other students. This social learning extends past the classroom and into the workplace, through local executive workgroups, monitored alumni discussion groups and access to over 195,000 progressive executives, consultants, academics, thought leaders and expert practitioners in the HCI network.

A Critical New Framework

As simple headcount calculations give way to a complex mix of economic, global, and multi-generational considerations, Strategic Workforce Planning is becoming the most sought-after competency in HR today.

SWP is the only curriculum to go past traditional manpower planning, to a qualitative decision framework that aligns workforce variables with broader organisational strategy.

A Strategic Leadership Role

SWP graduates demonstrate subject matter expertise and proficiency in forecasting, problem solving and business strategy. They are leading their organisations to:

- Determine the most critical competencies and aptitudes needed for high performance and growth
- Develop the agility to respond to rapid change, with comprehensive contingency planning
- Identify and execute against specific workforce, management and leadership gaps
- Identify, understand and adapt to global and local labour trends that impact the workforce
- Imagine and prepare for multiple economic, market or competitive scenarios
- Align workforce planning with integrated human capital and business strategy

A Career-Changing Certification

The future of HR relies on its ability to demonstrate strategic value to the organisation. HCI's SWP certification is the most recognised, gold-standard business credential proving knowledge of strategic workforce planning models and concepts. It is an important career achievement for all high-potential and high-performing practitioners in HR and the line.



Who Should Attend?

Line Managers and Executives

In an economy driven by innovation and constant change, strategic workforce planning cannot be wholly delegated to HR. Disruptive change is likely to first impact the organisation at the divisional or unit level, and operating leaders must be able to respond with local workforce planning to execute effectively. As a result, strategic workforce planning is now an important competency for all business leaders in the line.

High Potential Practitioners

The Strategic Workforce Planning (SWP) curriculum is designed for high-potential and high-performing human capital and business practitioners.

- VPs, Directors and Managers of Human Resources
- VPs, Directors and Managers of Talent Acquisition and Recruitment
- VPs, Directors and Managers of Organisational Development
- VPs, Directors and Managers of Strategy and Workforce Planning
- Strategic HR Practitioners
- Business Line Managers and Executives
- Future leaders in the disciplines of HR, OD or the Line

Human Resources

There is no more important new skill set for the Human Resources practitioner, than understanding the complexities and methodologies of strategic workforce planning. This is a highly visible, critically important focus, of great interest to the C-suite, senior executives and business partners in the line. Strategic HR should be leading the way in this rapidly evolving discipline.

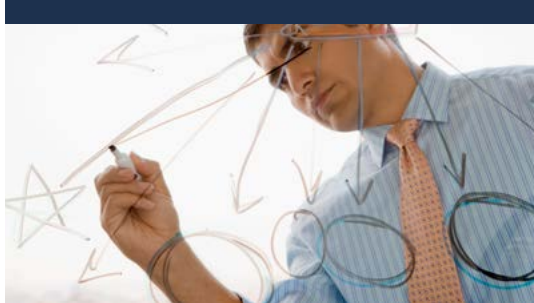
Recruitment and Staffing

Like HR, recruitment is now about strategy, not commodity sourcing. But talent acquisition is only a strategic activity when planned and connected to outcomes across the value chain. Strategic Workforce Planning is the starting point for decisions about talent acquisition, and effective recruitment leaders must understand its principles and practice.

Organisational Development

Corporate transformation from industrial era management practices to global economy talent leadership is now a central focus for OD and corporate education leaders. Strategic workforce planning is a core talent management skill set that is essential, not only for HR, but for leaders across the enterprise.

www.hci.org



Strategic Workforce Planning (SWP)

HCI Graduates and Alumni

HCI Certified Graduates

Since 2005, over 8,500 progressive leaders have earned HCI certifications as Human Capital Strategists (HCS) and Strategic Workforce Planners (SWP).

Market Leading Organisations

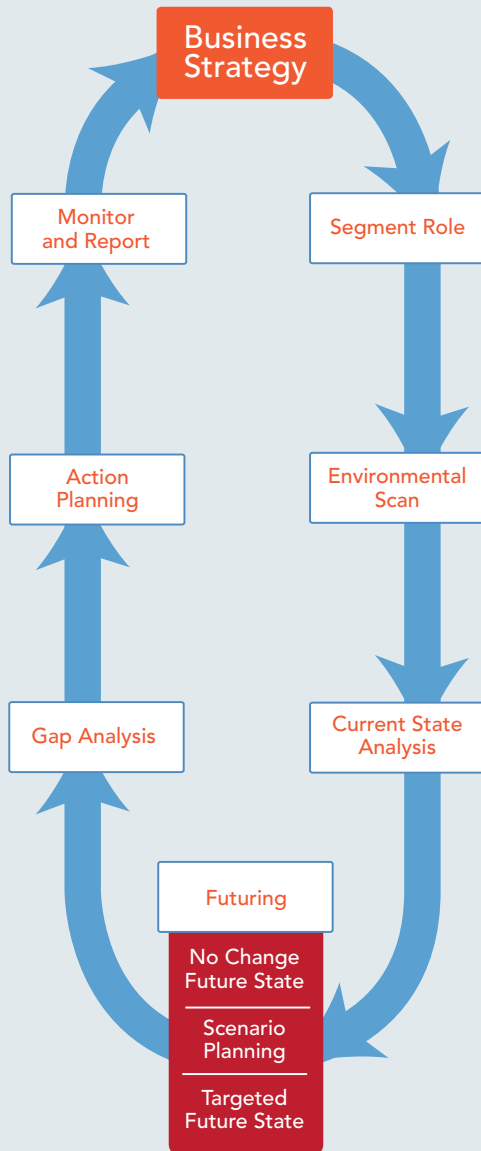
HCI certified graduates represent the most successful global corporations, non-profit and academic organisations, and all major government agencies. These include:





The SWP Experience

HCI's Model of Strategic Talent Management



New Models and Next Practices

The SWP Certification Program consists of pre-work, a two day class, a rigorous exam, and completion of a post-course exercise that gathers data and lays the groundwork for a strategic workforce plan. The course is highly interactive, and provides a synthesis of best and next practices, current research, and comprehensive models to guide step-by-step workforce planning activities. Participants learn from case-studies, and gain hands-on practice using tools and techniques that can be immediately applied in the workplace.

Immediately Actionable Solutions

SWP courses are led by experienced faculty, and are filled with actionable concepts presented through case studies, multi-media learning modules, and interactive problem solving. SWP blends strategy with practical application, providing the roadmap and examples to support comprehensive workforce planning, with supporting metrics and analytics.

Supporting Tools and Resources

The SWP Toolkit contains dozens of practical job aids that reinforce the principles learned, save time, and simplify execution. The guide includes tools for environmental scanning, assessing current state, risk mitigation, talent segmentation, cascading competencies, and more.

Real-Time Research and Information

SWP Certification includes membership access to HCI's weekly educational webcasts, an extensive digital library, social networking tools, HCI analysts and expert advisors.



Strategic Workforce Planning (SWP)

Certification Program



Standard pricing
for the Strategic Workforce
Planning Certification
is 1300 GBP.

Strategic Concepts and New Skills

The SWP Certification Program is designed to challenge old models and provide a new framework for Strategic Workforce Planning. SWP teaches strategic concepts, illuminate new models, and encourages practitioners to think differently about the objectives, priorities, execution and outcomes of global economy planning and analytics.

A Rigorous and Challenging Curriculum

SWP Certification is based on current research, evolving best practices, and innovative new ideas being tested on the front lines in today's most successful organisations. Graduates complete a rigorous curriculum that offers reliable proof of learning, and increases their operating effectiveness, personal productivity and leadership skills.

A World-Class Learning Experience

The SWP course delivers high impact, highly interactive blended learning. The program is developed to strict instructional design standards that ensure a consistently effective and engaging educational experience.

Expert Course Trainers

SWP Faculty are experienced graduate-level educators and senior practitioners, with deep subject matter knowledge and extensive experience with learning and facilitation. They bring a unique and value-added perspective, as well as practical lessons and examples from their own experience.

SWP Certification Requirements

Candidates must satisfy the following requirements for certification:

- Complete the pre-class work assignment
- Complete the two-day certification course
- Pass the certification exam at a standard of 75% or greater
- Complete the post-class work product

Certification is valid for a three-year period. Renewal is based on continuing education credits that demonstrate currency in the field.

Strategic Workforce Planning (SWP)

Day One Course Outline

Day One	Key Topics
Talent Management Context	Talent management aligned with strategy Talent management by the numbers Agenda
Strategic Workforce Planning: Background and Context	Pace of change Latest research Workforce planning evolution Operational versus strategic workforce planning
Workforce Planning in Action	Assessment of workforce planning maturity Starbucks Rex Healthcare
Business Strategy	Strategy first Competitive differentiation map Examples of strategic statements Strategic alignment What to do if you do not know the strategy
Differentiated Segments	Four stages of workforce differentiation Segmenting roles A spectrum of roles Examples of critical roles Competencies for critical roles Pivotal roles Activity: Case Study

Day One	Key Topics
Environmental Scan	Quantitative and qualitative information Environmental scan quadrants Internal supply: Profile and trend data External supply Internal demand External demand Risk assignment to environmental factors Activity: Case Study
Current State	Marketing segmentation Current state workforce supply groups Workforce data Examples of current state data
Day 1 Summary	Summary Tomorrow's Agenda

Strategic Workforce Planning (SWP)

Day Two Course Outline

Day Two	Key Topics
Introduction	Recap day 1 Preview day 2 Activity: Exam preparation
Futuring	Possible futures Futuring techniques Limits of forecasting The no change future state Scenario planning Examples of a scenario matrix Steps in building scenarios The targeted future state
Futuring (cont'd)	Activity: Case study
Gap Analysis	Examples of gap dimensions All gaps are not equal The gap template Prioritisation of gaps

Day Two	Key Topics
Action Planning	Solutions to close gaps 6 Bs for skill acquisition and development Work design Rewards and recognition Development Acquisition Manage and Lead Retention Activity: Case Study
Monitor and Report	Reporting standards Progress tracking template
Getting Started	Compelling cases for workforce planning Workforce planning skills Roles and responsibilities The SWP workshop session Walkthrough assessment and getting started toolkit Requirements for the SWP certification
Conclusion	Summary Key learnings Next steps

The SWP Toolkit

One of the deliverables that each participant receives is the SWP Toolkit. This is a unique asset that provides tremendous immediate value for participants. It contains over 120 pages of tools, templates, assessments and activities for talent leaders. Many of these are used in the course, but they can also be immediately applied back on the job.

Examples of Tools and Templates in the SWP Toolkit

- Assessment of 20 key talent practices
- Assessment of talent leadership behaviors
- Tools and templates
- Talent Metrics that Matter article
- Development Portfolios article
- SWP foundations article
- Journal and Action Plan



Strategic Workforce Planning (SWP)

Learning Architecture

A Premium Learning Experience

The SWP certification program incorporates the most current best practices, original research and new ideas into an ever-evolving, highly collaborative learning experience.

All HCI courses are built on a foundation of:

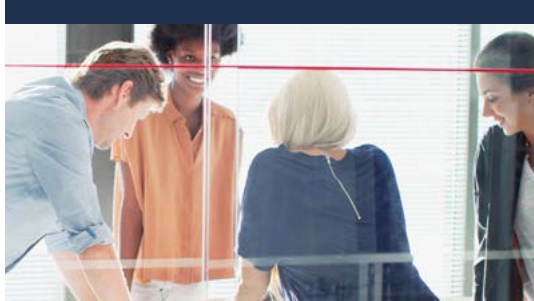
- Instructional design consistent with top business school standards
- Practical and actionable concepts, presented in case format
- Active involvement, engagement and participation
- Real world practices, that require application of the material
- Use of best media and methods across learning styles
- Highest quality instructors in both subject matter and pedagogy
- An objective emphasis on measurably improving business performance

Learning Fundamentals

- Optimised blended learning environment
- Grounded in original research
- Designed and taught by senior academics and executives
- Highly interactive, case-based and collaborative
- Continually updated with new content, tools and information
- Practical, effective and focused on measurable business results
- Supported by deep informal learning resources

The Learning Experience

- Led by highly experienced course trainers
- Presentations, case studies, assessments and activities
- Instructor-led, student-directed to maximise custom learning
- Collaborative knowledge-sharing across participants
- A focus on strategy and better decision-making
- A focus on practical application, leveraged with tools and job-aids
- A focus on continuous change and evolving solutions



2016 SWP Class Schedule*

May 18-19

London | UK

September 28-29

London | UK

December 7-8

London | UK



Register for the Course

Human Capital Institute

HCI is the global association for strategic talent management and new economy leadership, and a clearinghouse for best practices and new ideas. Our network of expert practitioners, Fortune 1000 and Global 2000 corporations, government agencies, global consultants and business schools contribute a stream of constantly evolving information, the best of which is organised, analysed and shared with members through HCI communities, research, education and events.

www.hci.org

KellyOCG®

KellyOCG®, the Outsourcing and Consulting Group of workforce solutions provider, Kelly® Services, is the leading global advisor of talent supply chain strategies that enable companies to achieve their business goals by aligning talent strategy to business strategy. We recognize each client's goals are unique to their business drivers and priorities whether speed, quality, compliance or cost. We apply supply chain management principles to help companies leverage talent across all internal and external worker categories: full-time employees, temporary employees, freelancers, independent contractors, and service providers, as well as alternate sources of workers like retirees, alumni, and online talent communities. KellyOCG was named to the International Association of Outsourcing Professionals® 2016 Global Outsourcing 100® list, an annual ranking of the world's best outsourcing service providers and advisors, for the fifth consecutive year.