BCNET 2019

What Got Us Here, Won't Get Us There

Why IT Needs to Engage in Strategic Workforce Planning - NOW!

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Internal disruption is always more benign than an external one, especially if it's done proactively and on your own terms. It's better to shoot yourself in the foot than have a gun at your head.

William Mougayar

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#obvious

Digitally-fuelled, highly disruptive change

Internet of Things

Artificial Intelligence

Robotic Process Automation

Broadband Cellular

Learning Analytics

Virtual Reality

Augmented Reality

Blockchain

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Nearly 80% of CIOs & IT leaders project that the skills and knowledge their organizations will need in 10 years will have little resemblance to the skills and knowledge they have today.

Gartner: IT Workforce Transformation is the next Wicked Problem for CIOs, 2017

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By 2030 up to **375M** of the global workforce will need to switch occupational categories.

McKinsey

OECD

14% of Canadian jobs are at high risk of being dislocated by automation over the next 10-15 years

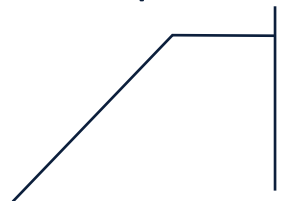60% of the jobs 10 years from now haven't been invented yet

Thomas Frey

Artificial Intelligence powered services to grow **47.5%** in Education Over Next 4 Years

THE Journal

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Widening Skills Gap

Shift required from traditional structures and mindset to a more contemporary & agile workforce

Readiness

Why?

Ensuring we have the right people in the right place, with the right skills, at the right time to support UBC's strategic directions now and in the future.

Technology & Process Change like never before

Retention Strategy

Risk Mitigation

Improves UBC IT's readiness and agility to contend with (continuous) change

Builds a talent pipeline and mitigates workforce risk by identifying future skill, competency and role requirements

Benefits
Framework

What?

A framework that drives a series of actions designed to move our workforce from where they are today, to where we need them to be tomorrow.

Offers the ability to provide more systematic development opportunities for staff

Enables a shared understanding of the future state of UBC IT and the roles and responsibilities required to fulfill our strategic vision

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We need a catalyst for conversation to create a shared understanding & aspiration…

...and get our collective heads out of the sand!

Strategic Workforce Planning Framework

Phase I:
Define Future State
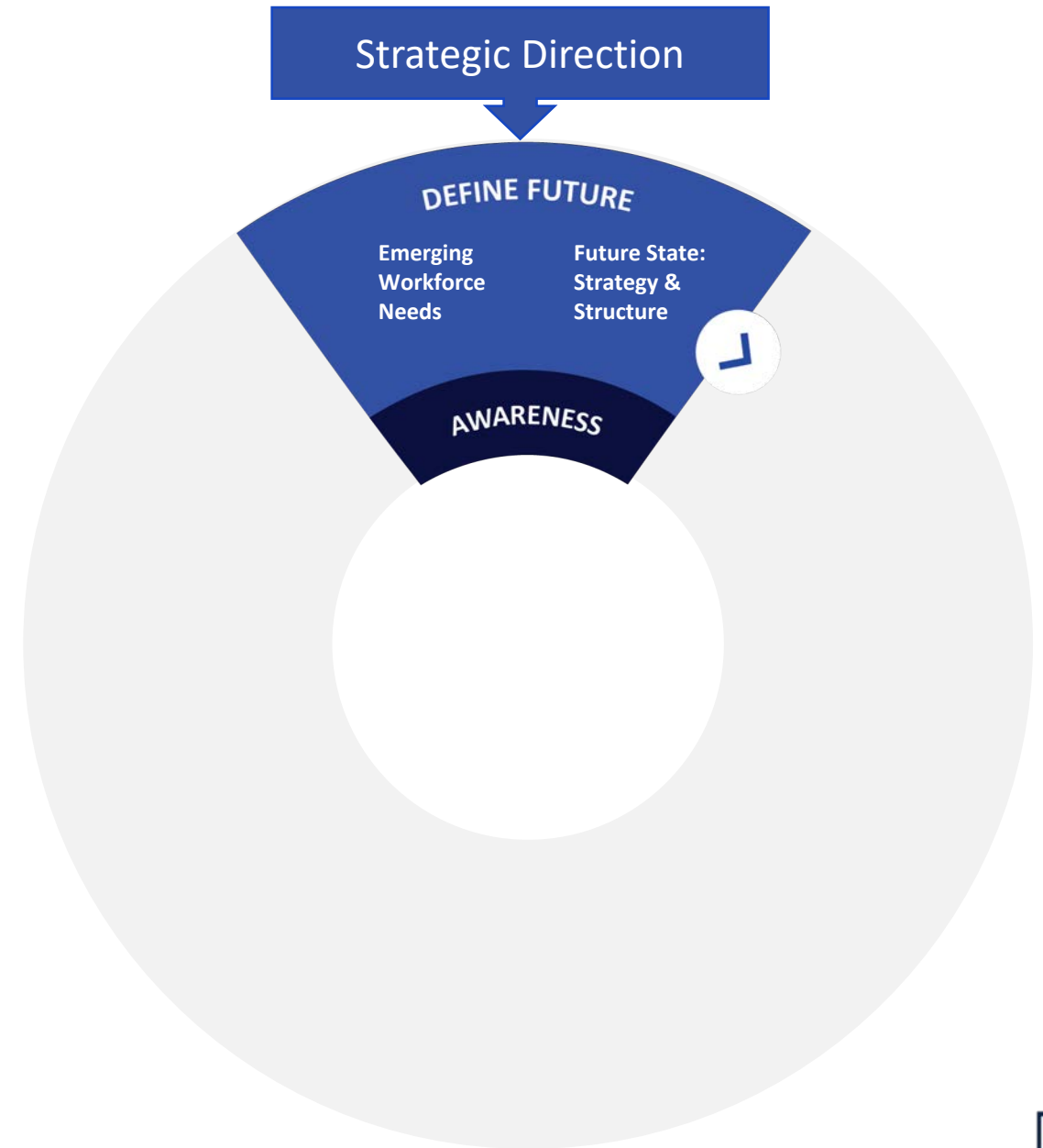
- **Emerging Workforce Needs**
  Examples:
  - Readiness to leverage AI and IoT
  - Cloud Strategy

- **Future State:**
  Strategy & Structure
  Including:
  - Organizational structure
  - Portfolio Structure
  - Operating Model
    - Bi-Modal, DevOps

Strategic Workforce Planning Framework

Phase II:
Understand Current State

- **Structure & Roles**
  - Leveraging Skills Framework for the Information Age (SFIA) and Gartner Digital Competencies to analyze current state

- **Workforce SWOT**
  - What are the Strengths, Weaknesses, Opportunities and Threats of our current workforce in the context of where we are headed?

Strategic Workforce Planning Framework
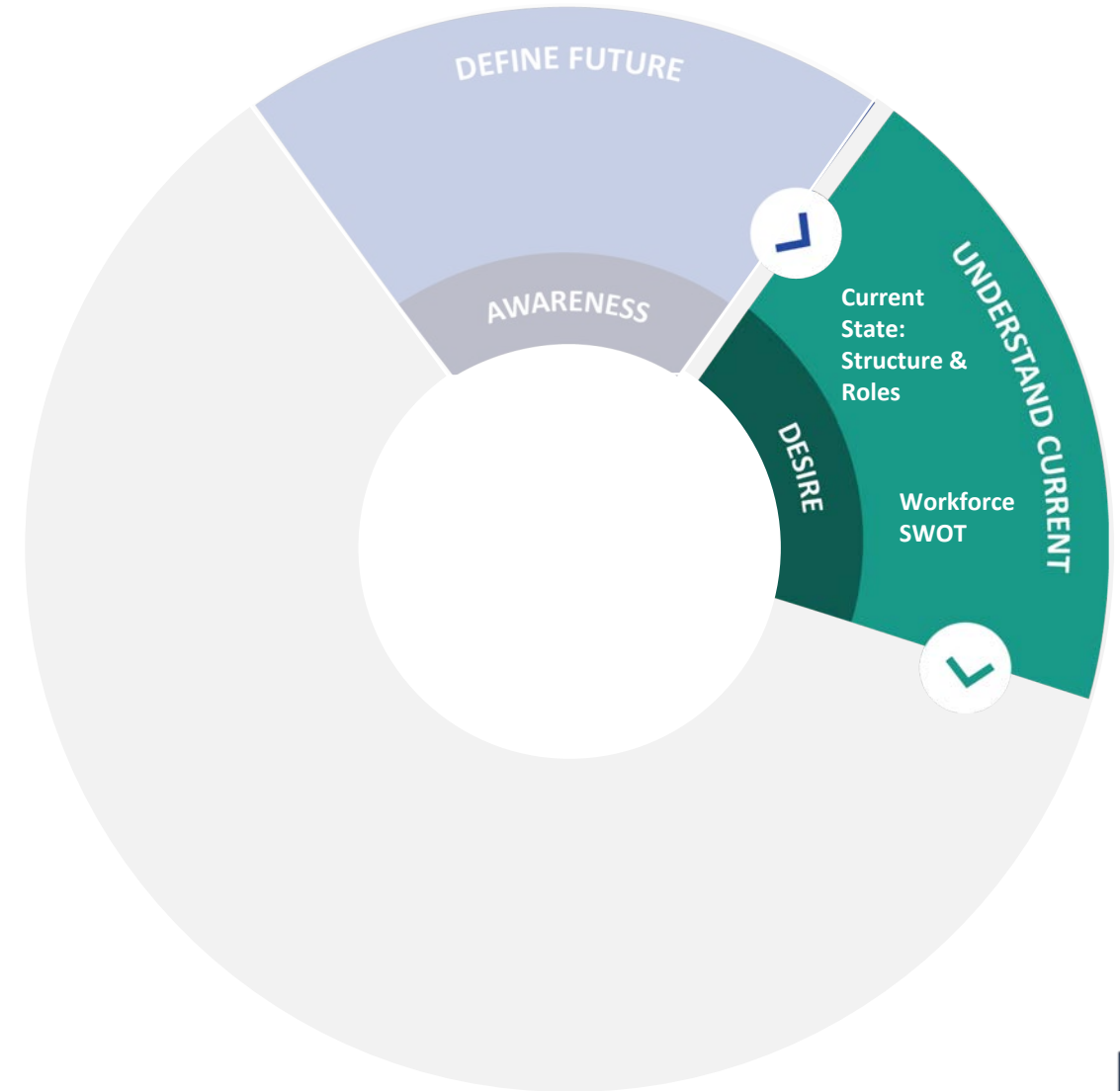
Phase III:
Evaluate the Gap

- **Role Assessments**
  - Using Gartner Tools, categorize roles based on importance for operational sustainment and importance for achieving strategic objectives

- **Gap Analysis**
  - Define nature and size of gap between current and future organizations

Strategic Workforce Planning Framework

Phase IV:
Plan to Close the Gap

- **Career Path Mapping**
  - Using SFIA and Gartner, take current skills and competencies and assess alignment with future needs

- **Talent Objective Definition**
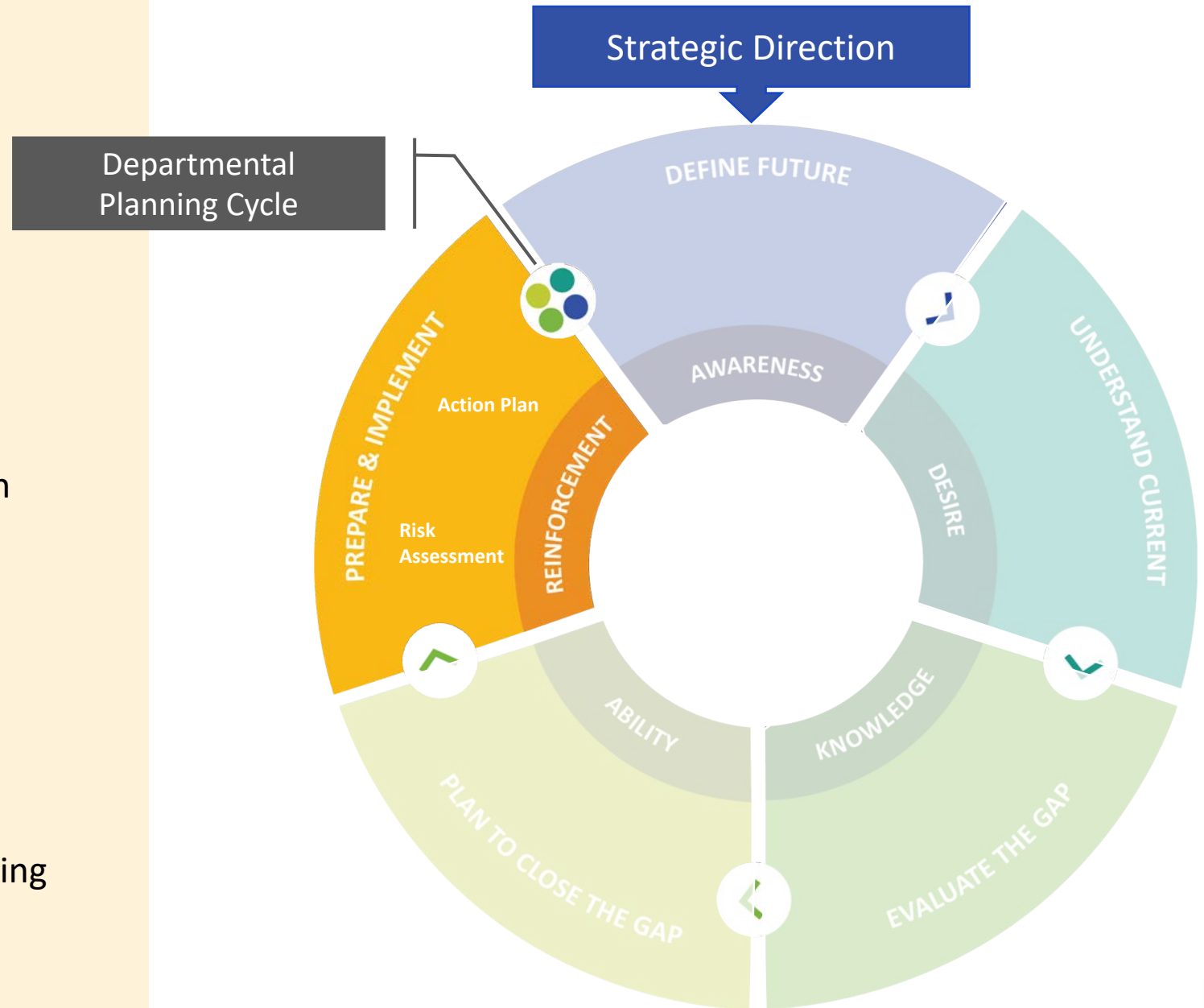 - Define KPIs associated with the workforce relative to the change process

https://www.sfia-online.org/en
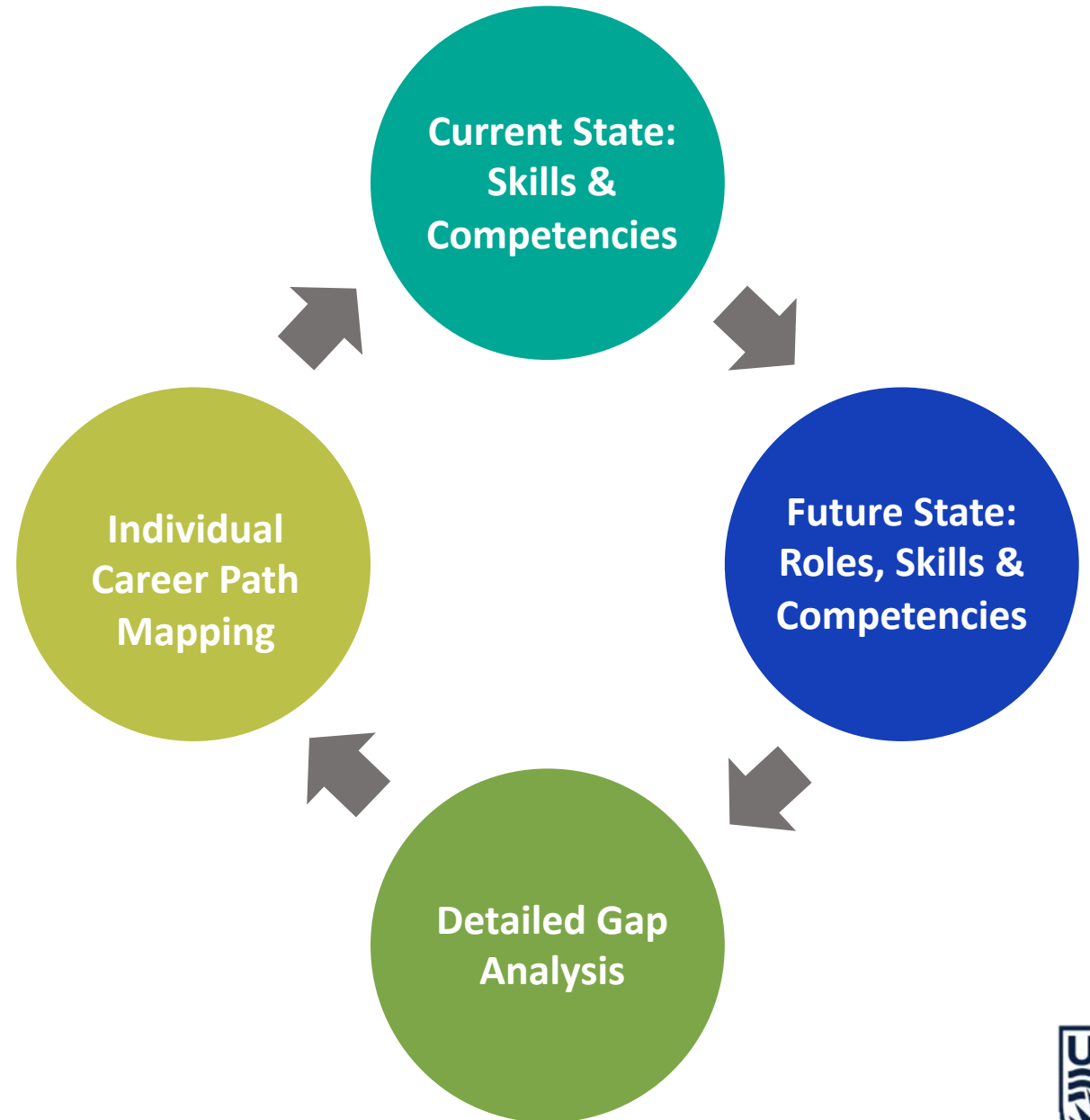
Strategic Workforce Planning Framework

Phase V:
Prepare & Implement

- **Risk Assessment**
  - Define risk and mitigations related to the implementation of the plan

- **Action Plan**
  - Consolidate actions
  - Prioritize Departmental Planning Cycle

Some learnings to date

- Strategic Workforce Planning is becoming a catalyst for a broader conversation around future priorities

- A BIG PICTURE future state is often too challenging to define and has insufficient detail to support departmental level planning. Finding the balance is tough!

- Understanding interdepartmental dependencies is critical to the effective development of career paths

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- Strategic Workforce Planning is becoming a catalyst for a broader conversation around future priorities

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Moving Forward

- All departments define individual future states, which then inform a converged future state, (through a combined, collaborative effort)

- Career paths are defined before gap analysis and consider all opportunities within UBC IT, not only the existing department

- Complete a broader communication plan to include teams beyond UBC IT that will require awareness of the SWP process for future state consultations

Be ready & willing to adapt.
Be open & honest.
Embrace the ambiguity.
Don't over-analyze.
Leave the cookie-cutter at home.

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Strategic Workforce Planning touches on the value of our profession, the skills our the people, their sense of worth and the roles they fulfill.

Walk with purpose, but tread with care.

Strategic Workforce Plan Framework - Questions

Thank You!

**Feel free
to connect
with us**

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