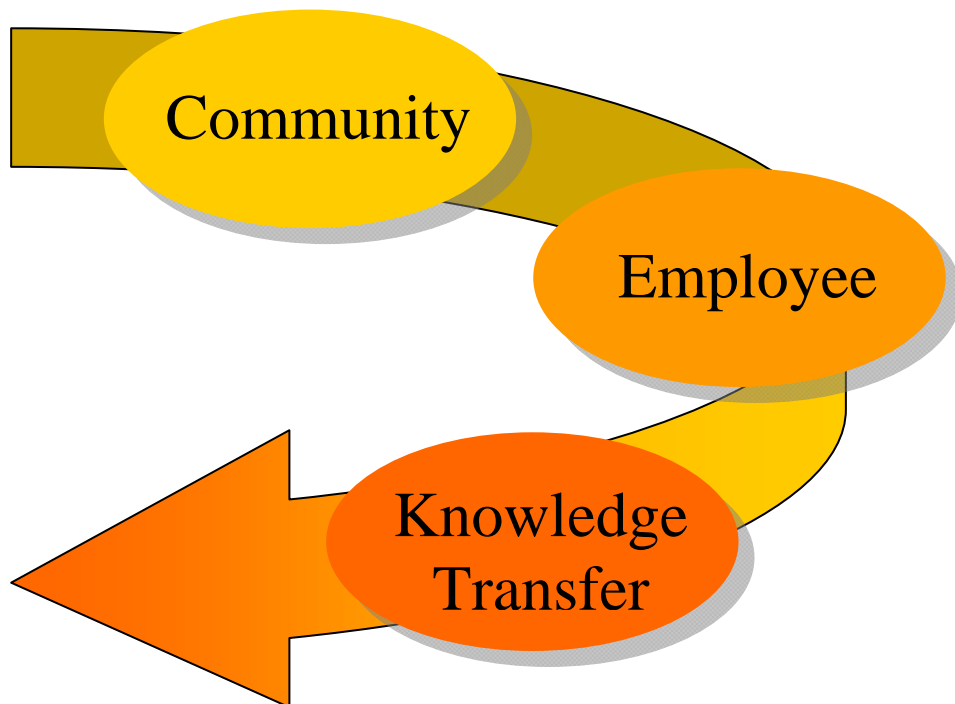
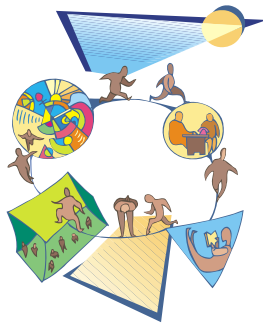




**The Future Workforce:  
Preserving Our Legacy**



## Introduction



Every day the challenge of managing a workforce seems to be changing. Almost everyone is at least aware of potential problems we will be facing with regards to an aging workforce. Many companies have even begun to develop plans to address their retirement issues. But as Brad Kamph pointed out in his presentation retirement is not the only issue companies will be facing with regards to attrition.

There are a variety of reasons people are leaving companies. Retirement, better pay, work environment, and personal reasons are just a few. In previous broadcasts we have discussed how selecting, hiring and retaining employees will change as the workforce changes.

Attrition will probably be a greater problem in the future. We may not be able to use the same hooks to keep people that we used to use in the past. Most if not all companies are going to portable 401k retirement programs, eliminating the hook of the pension. With skyrocketing costs for medical benefits, it is becoming more and more likely that a universal health care program will provide a portable insurance program for employees.

It is likely that people will be changing jobs more and more frequently. Our ability to find and keep the right people will be more of a challenge. There will probably be an increased demand on the labor pool in the future. Young people will be in greater demand and have more choices. Retirees will be looking for flexible part time work.

Because of these issues and others, our ability to develop people quickly will become increasingly important. We will need to look to outside resources to partner with so that people come into the company with the basic skills needed for the job. Our OJT programs will need to be more structured so that the time to prepare them is reduced.

Creating a comprehensive plan will help to reduce the impact. This workbook is designed to help you put together a plan to begin this process. In different sections we have provided suggestions on other resources you can use to help prepare more specific plans.





## Establish the Business Case



As Brad mentioned in the presentation, managers and executives do not always see situations the same way. This can be remedied by putting together a business case that outlines the current or potential impact attrition is having on your organization. In the business case you should outline what is happening that is causing people to leave, how their leaving is impacting your ability to successfully complete work, and how it affects the bottom line.

**Action Item #2: Identify the ways this is impacting or will impact your business.**

**Identify which skill sets are leaving.**

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**Identify the impact on your business.**

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**Identify the impact on the company's bottom line.**

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## Build the Workforce Plan



You should now build a plan to help address your attrition issues. You will need to identify ways to attract, develop, and keep employees. Refer to the 11/08/07 broadcast “Recruiting: The Rules Have Changed” and the 01/10/08 broadcast “Workforce Planning: Secrets of Attracting and Hiring Top Talent” and their corresponding workbooks for help with attracting the right talent. Refer to the 5/10/07 broadcast “Getting Your Employees Engaged and Keeping Them There” and the associated workbook to help you identify ways to keep employees.

**Action Item #3: Put together a plan to attract, develop, and keep employees.**

**List your critical needs based on your risks identified previously.**

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**Determine where you can get talent to fill those needs.**

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**Determine which skills to develop in-house and which to recruit from external sources.**

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**Identify changes you can make to help ensure that you keep employees.**

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**Put together a plan to build a roadmap. Include the deliverables and the date needed.**

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## Build the Development Plan



A development plan should include address each and every skill needed, task performed, and impact on the business for each job. The plan should take a position from start to finish and include plans for progressing into other jobs or departments. Refer to the 02/08/07 broadcast “Creating Pathways for the Transfer of Skills and Knowledge” and its workbook for ideas when building a development plan.

**Action Item #4 Put together a plan to address specific development needs.**

**List the critical skill sets you need to address.**

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**Identify ways to reduce development time.**

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**Identify the external sources that will provide development.**

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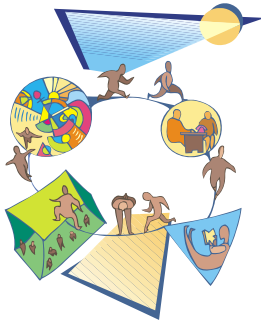
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## Build the Administrative Systems



You will need to have processes in place to manage attrition in your company. These can be processes on how information is stored and communicated with regards to how you attract and hire employees, measure and record their development, store their knowledge and experiences, and manage their careers. These are not necessarily computer systems but in many cases they will be. Check with your HR department to see if they already have mechanisms in place to help you with this process.

**Action Item #5      Identify the systems that you will use to determine if your plans are successful.**

What will you do to manage the hiring process to ensure that you are recruiting, attracting, and hiring the right people?

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What will you do to manage the development process so that you are increasing capability in less time?

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What will you do to gather and store employee knowledge and experiences and provide the ability for employees to manage their careers?

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What will you do provide the incentives and environment for people to stay in your company?

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