



CIPD South West Branch

HR Challenges and Opportunities and Future of CIPD

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We live in interesting times!



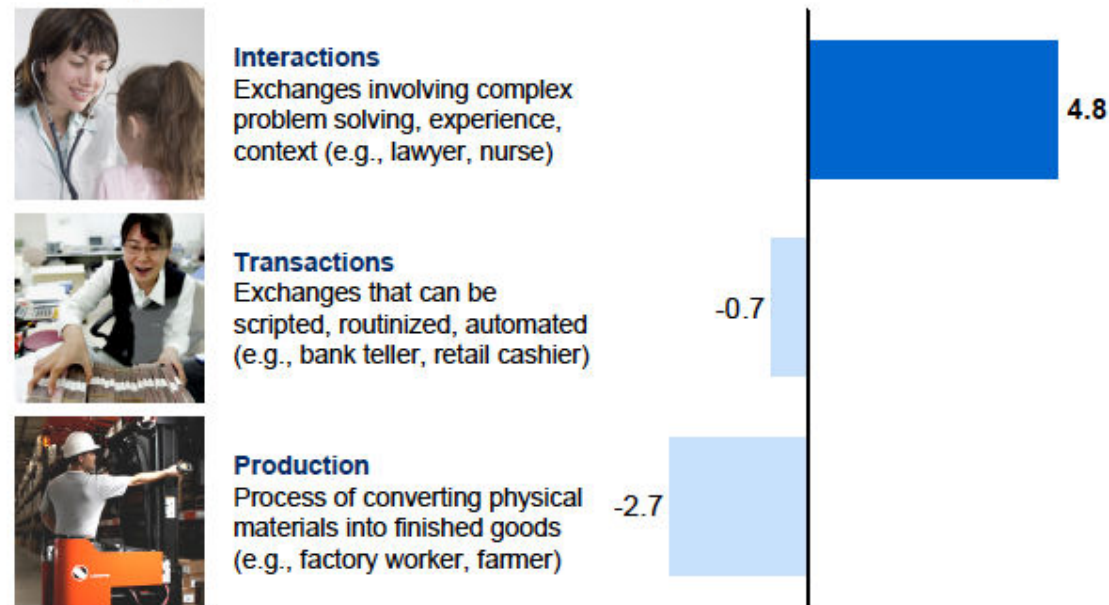
The growing skills gap is impacting everywhere



**Most job growth in mature economies involves complex interactions,
not routine production or transaction work**

New jobs created in the United States, 2001–09

Million employees



SOURCE: US Bureau of Labor Statistics; McKinsey Global Institute analysis

Highly qualified jobs expected to rise by 18m across EU whilst 11m fewer low qualified jobs (CEDEFOP)

Shortage of up to 700,000 IT workers by 2015, and shortage of 2m health and care workers by 2020 (European Commission)

Up to 40m skilled workers short worldwide by 2020 - McKinsey

Employment and Skills Gaps



- Seventy-five million youth are unemployed in advanced economies
- Half of youth are not sure that their postsecondary education has improved their chances of finding a job
- Almost 40% of employers say a lack of skills is the main reason for entry-level vacancies
- 36% of employers reporting lack of skills causing real problems with cost, quality, and time

What does all this mean?



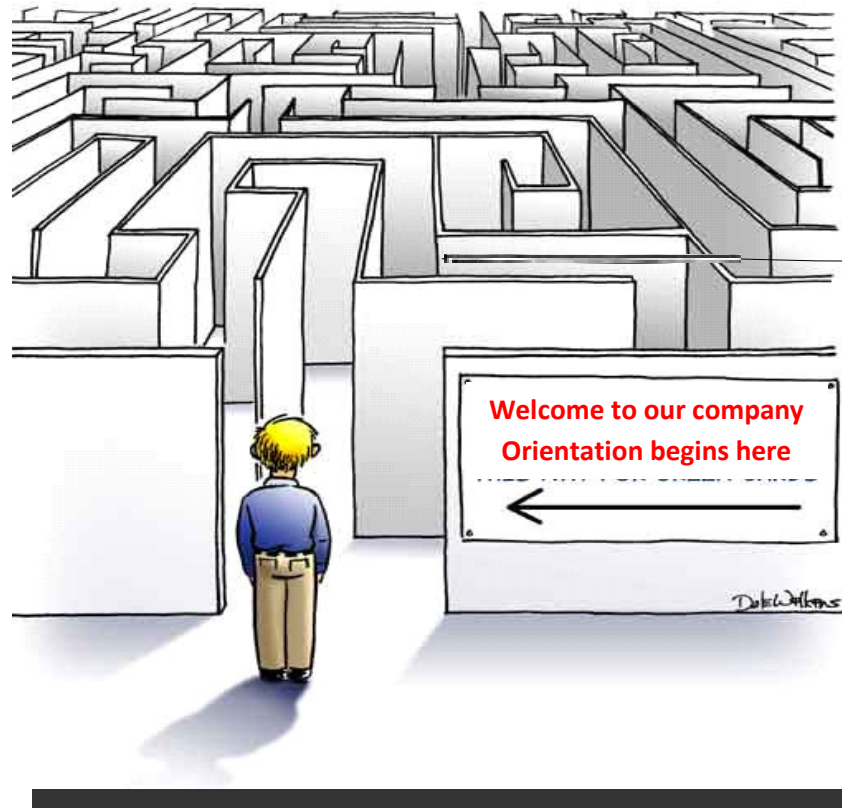
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The sustainable workforce



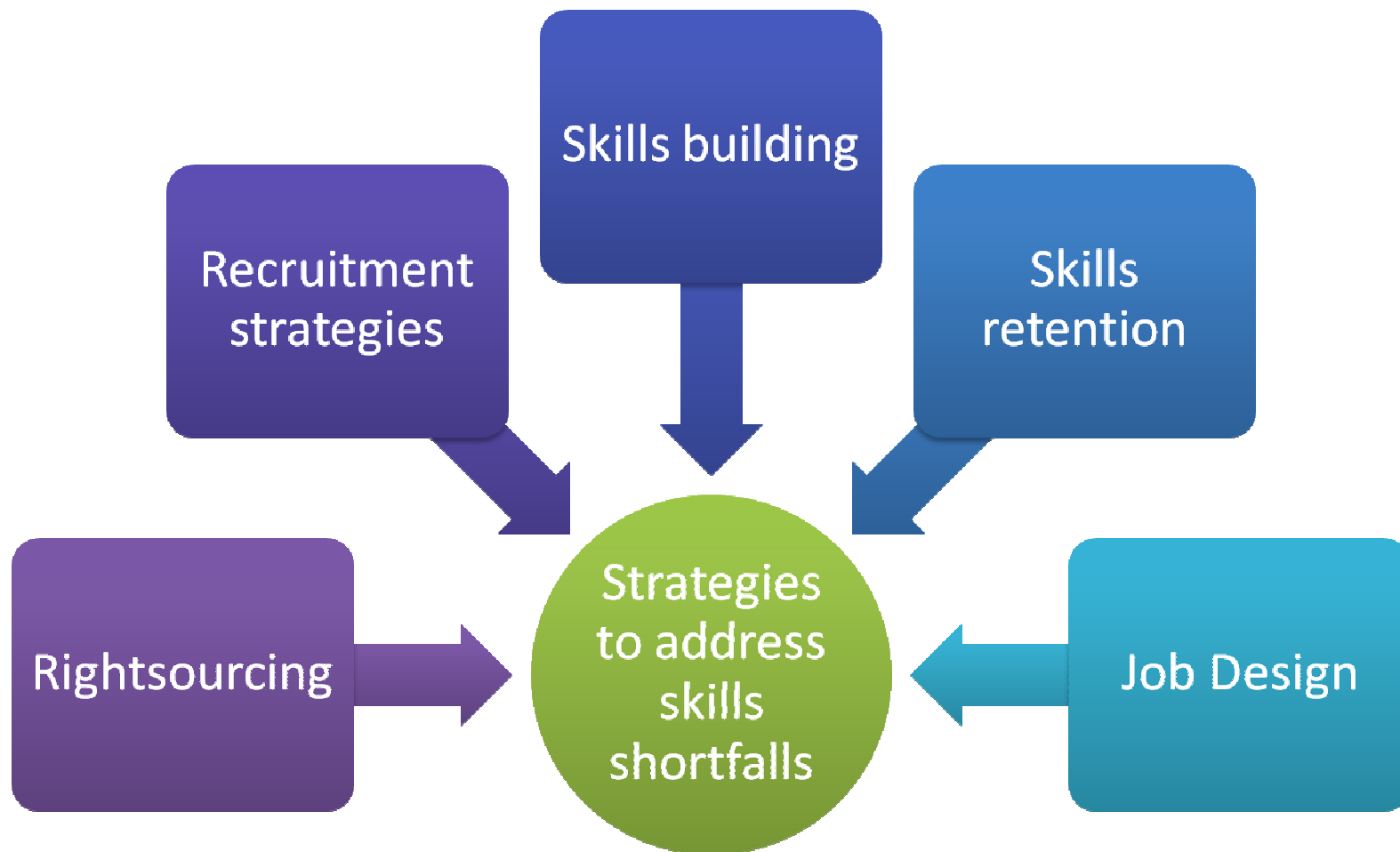
- What types of people and skills will we need ?
- Where will we get them from?
- What sourcing options do we have?
- How do we do a better job of skills building?



- How do we create differentiating EVPs?
- What do we need to improve on our TM practices?
- How do we better understand our workforce?
- How do we better align and engage our people?

Are our Talent Management practices good enough?

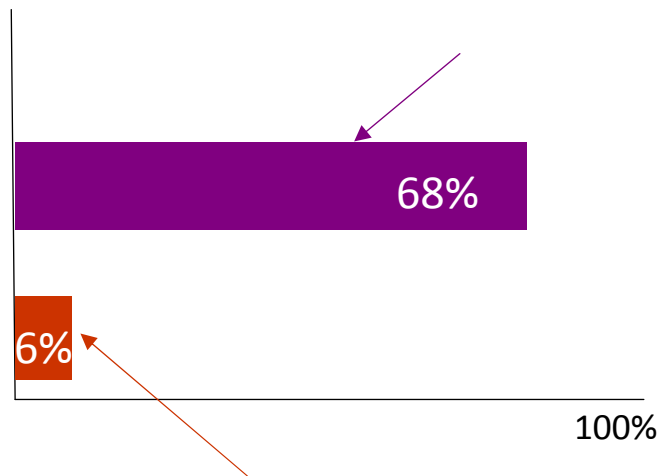
Requires different thinking



Matching jobs to people and tailoring TM practices

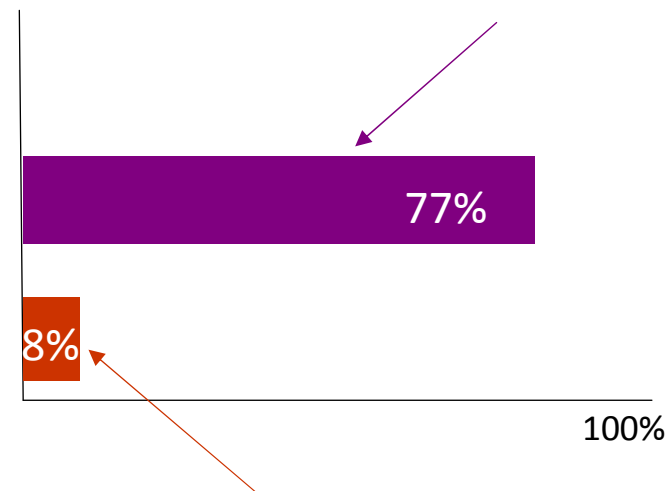


“My performance would improve at an organization whose employee practices are highly relevant and meet my unique needs and preferences.”¹



“My organization’s employee practices are highly relevant and meet my unique needs and preferences.”¹

“My performance would improve if my list of job responsibilities could be tailored based on my unique strengths and interests.”¹



“My list of job responsibilities is strongly tailored to my unique strengths and interests.”¹

¹ Accenture’s Workforce of One survey - February 2008

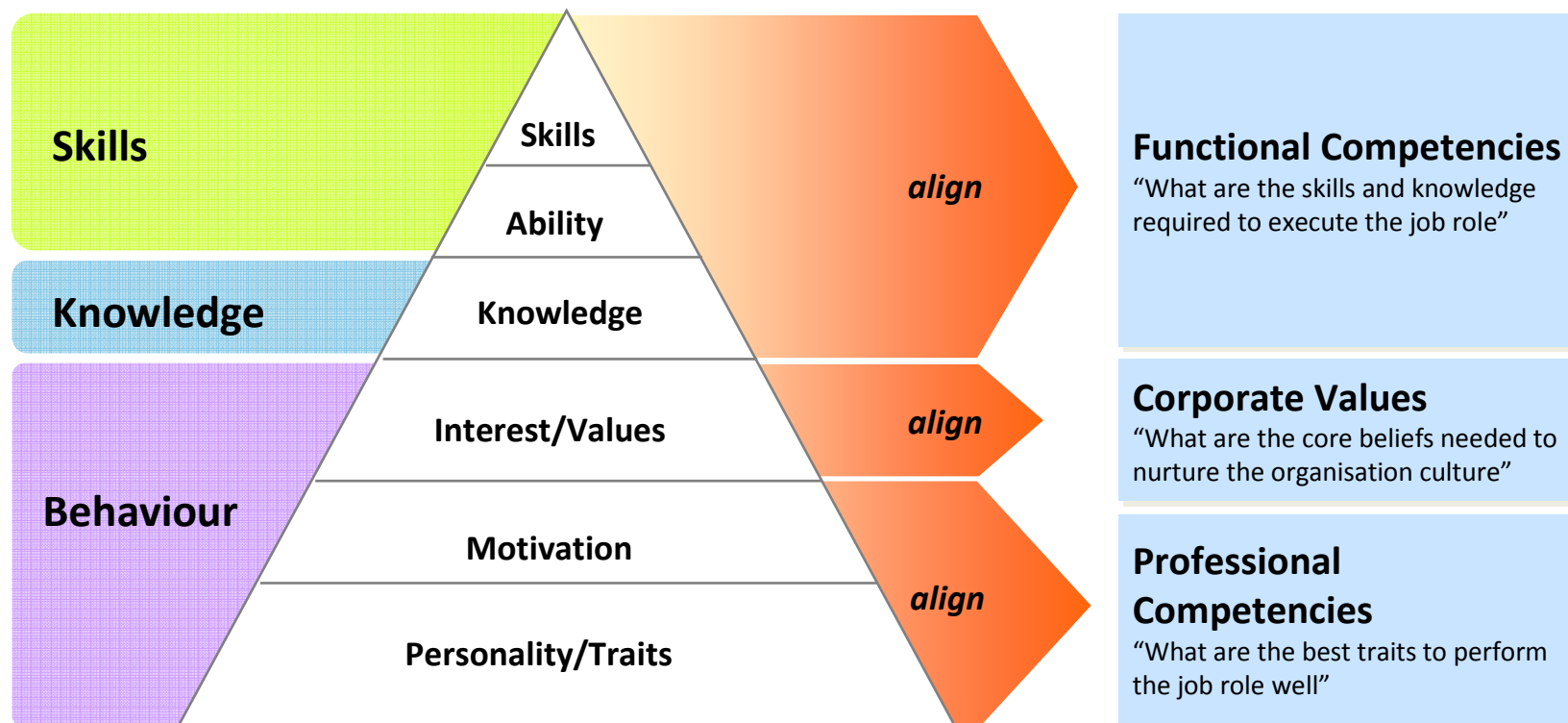
Alignment and engagement now critical for a high performing workforce



Perspective of the Individual



Perspective of the Organisation



Purpose, Autonomy, Mastery

Must build leadership capabilities



People management is at the heart

- Authentic, purpose and values led
- Consistency between words and deeds
- Situational leadership
- Command and control to engagement and empowerment
- Ability to understand and manage diversity



This financial crisis is forcing companies to make tough decisions;

there is a risk that we might need to lay off André....

Too much data, not enough information



HR need to be able to develop more insight – better analytics

- Most business leaders believe that analytics is vital to identifying current and future skill gaps

- But only 15% believe HR is providing insightful analytics (KPMG survey 2013)

- Must be a key focus and requires HR to work closely with Finance and IT

BIG DATA

The global data explosion

2009 – 0.79zettabytes*

2015 – 7.9zb

2020 - 35zb

...or 2.5 new petabytes every day

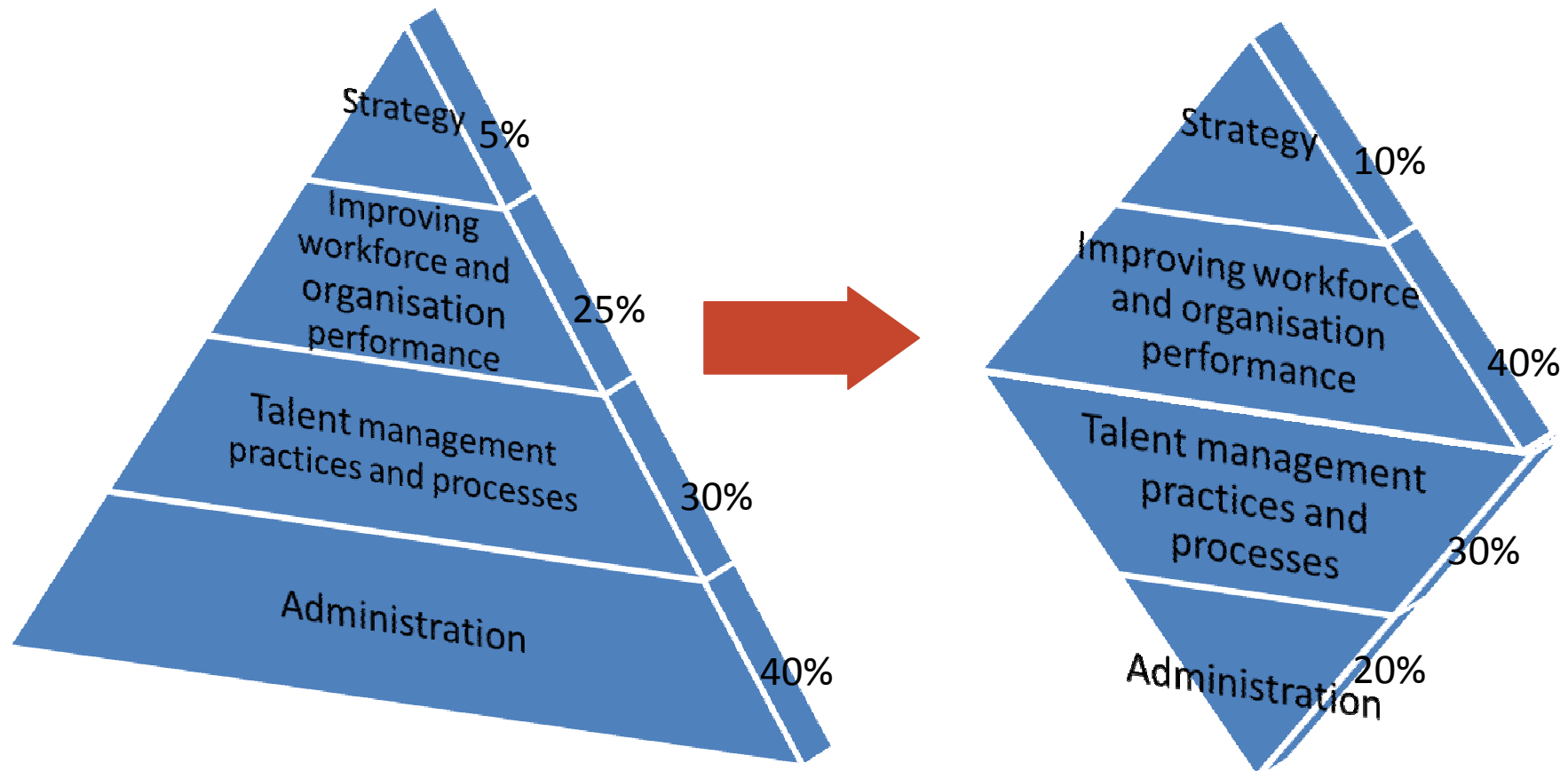
*** - A zettabyte – 1 followed by 21 zeros**

Key imperatives for HR



1. Understand strategic context for the organisation and the changing work and workforce environment
2. Develop people/human capital strategies to support – workforce, leadership, culture, organisational model
3. Build insight and analytical capabilities to understand (working with Finance)
4. Embrace diversity in the workforce and take advantage of it
5. Integrate talent management and development processes and ensure fit for purpose
6. Train and support the managers to do effective people management

...and an HR function with the right capabilities, simplified processes and good technology



Additional capabilities

- Financial and broader based business skills – analytics, business value
- Marketing skills and capabilities – EVPs, workforce segmentation
- Change management, organisation design, work design, workforce planning

HR Professional Areas



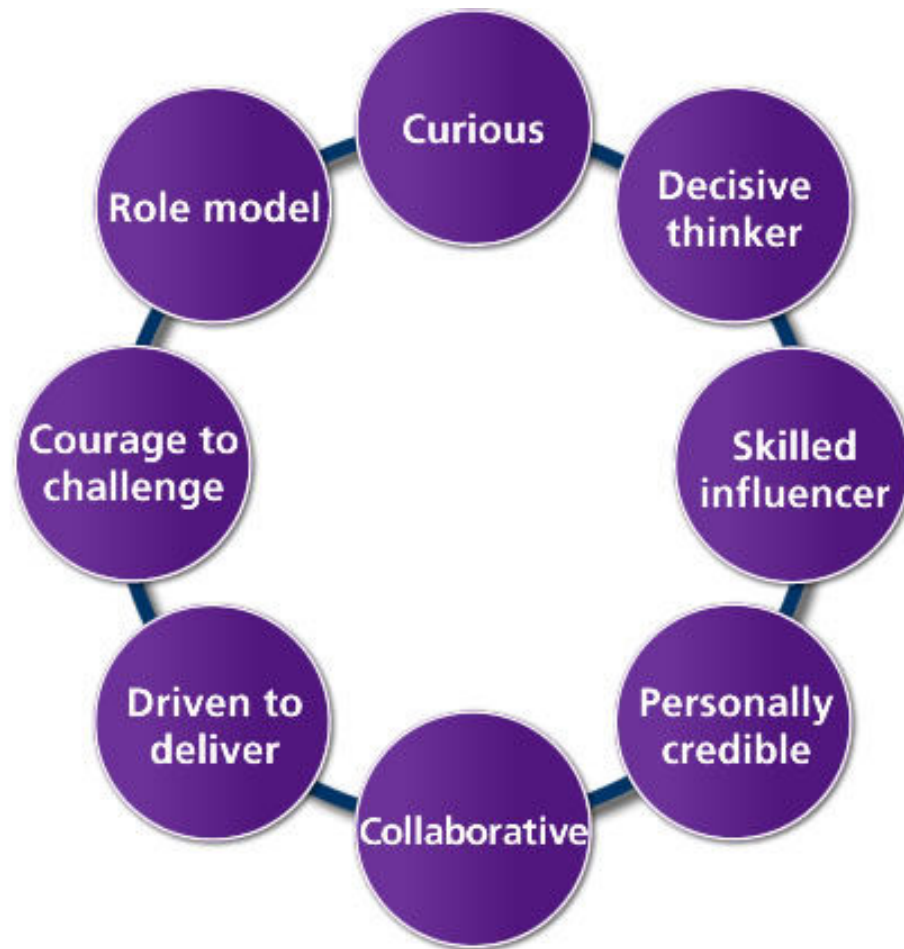
Are you confident you have the core areas covered at the right level?

Do you want to move into a specialist area?

Do you want to widen your experience across HR?

What areas will your organisation need you to be proficient in in the future?

HR leadership behaviours



- Understanding purpose
- Inquisitive and questioning
- Synthesisers
- Partners and provocateurs
- Living strategy vs vanilla strategy
- Innovative solution providers vs process junkies

Key strategic imperatives

- **Extending impact and voice**
- **More flexible standards and means of recognition**
- **New ways of thinking about membership**
- **Extending our reach and relevance**
- **Strengthening branch networks and regions**
- **Clarifying and extending our international presence**

Proposals for Branches and Regions



- Ideas for a regional structure
 - regionally funded support staff with a regional manager
 - support for administration, regional events, knowledge sharing and best practices
 - support better focus on members, potential members, learners, and centres
 - aim to engage more regionally and locally with LEPs, BCCs, regional initiatives, SMEs etc

Proposals for Branches and Regions



- Proposed regions
 - NW
 - NE
 - Yorkshire and Humber
 - East Midlands
 - West Midlands
 - East
 - South West
 - South East
 - London – recruiting Event Manager at present
 - Scotland – recruiting Regional Manager at present
 - Northern Ireland
 - Wales

Working Party – branch input



- First meeting of working party on Friday 1 February 2013
- Branch inputs from:
 - John Kenney, CPDWP – Leicestershire branch
 - Sarah Harvey, MPD – SET/Surrey branch
 - London Consortium – representation
 - Liz Jackson, CIPD Scotland
- Also briefing/involving:
 - Lesley Richardson/Caroline Belasco – Wales
 - Donal Laverty – Northern Ireland
 - Michael McDonnell – Ireland (staff member)