



GLOBAL TALENT MOBILITY: NEW MODELS FOR SUCCESS

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Today's Speakers



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QUESTIONS?

Please type your questions in the Q&A section of the toolbar and we will do our best to answer it.

While in full-screen mode, simply use the Q&A button on the bottom right-hand side of your screen.

While in half-screen mode, use the Q&A panel on the bottom right-hand side of your screen.

Objectives for Today's Presentation

Welcome and Introductions

Concept of Talent Mobility

Case Study: The Boeing Company

Q&A

HR Is Asking New Questions

What is the role of workforce analytics and planning within our organization?

A word cloud graphic featuring several key terms in various colors and sizes. The largest word is 'HR evolution' in green. Other prominent words include 'Data-driven stories' in blue, 'INSIGHTS' in blue, 'PEOPLE' in orange, and 'STRATEGY' in orange. Smaller words include 'transition' in black, 'EVIDENCE-BASED' in pink, 'Human capital' in black, 'Strategic people agenda' in blue, 'Next Gen workforce analytics delivery model' in green, and 'Analytics and Planning Center of Expertise' in black.

Analytics and Planning Center of Expertise

HR evolution

Human capital

EVIDENCE-BASED

INSIGHTS

Data-driven stories

transition

Strategic people agenda

PEOPLE

Next Gen workforce analytics delivery model

STRATEGY

How do analytics and planning support our **people and business strategy**?

CONCEPT OF TALENT MOBILITY



Critical Issue

Human Capital Risk, Employability and Mobility Was the Number One Critical Issue at the WEF Annual Meeting in Davos

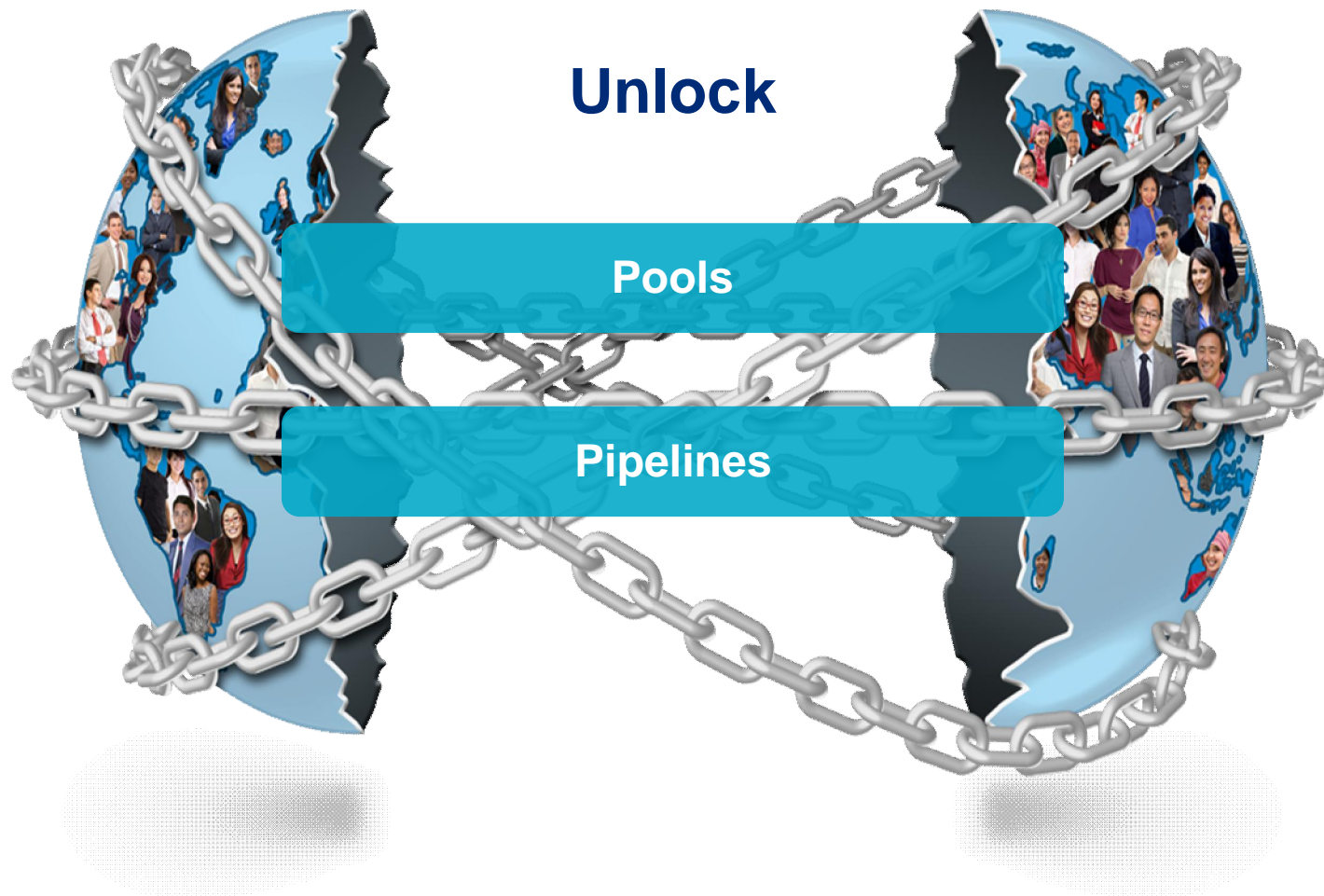


Klaus Schwab

Founder & Executive Chairman of World Economic Forum

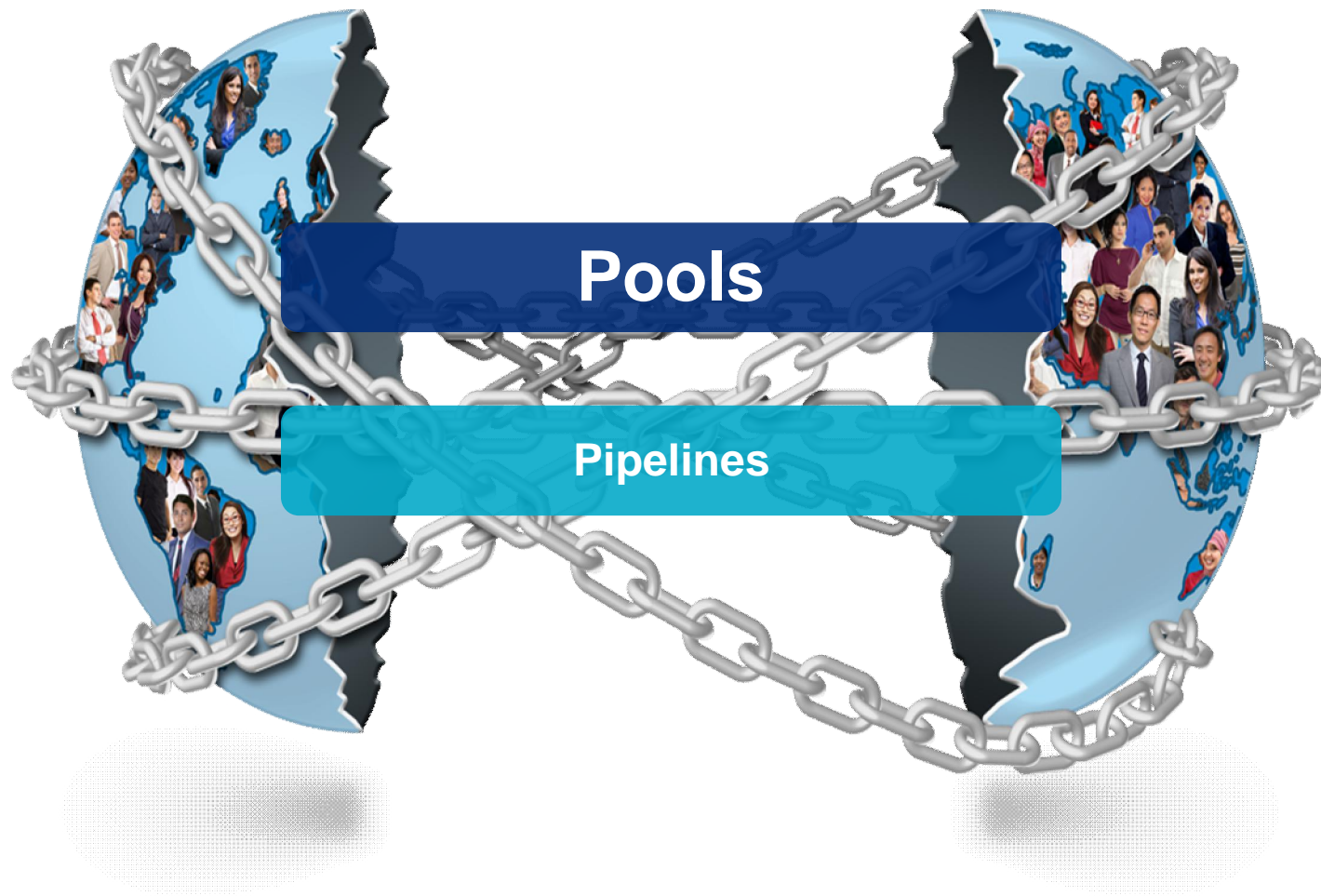
Two Critical Challenges

Unlocking “talentism” relies on solving two critical challenges



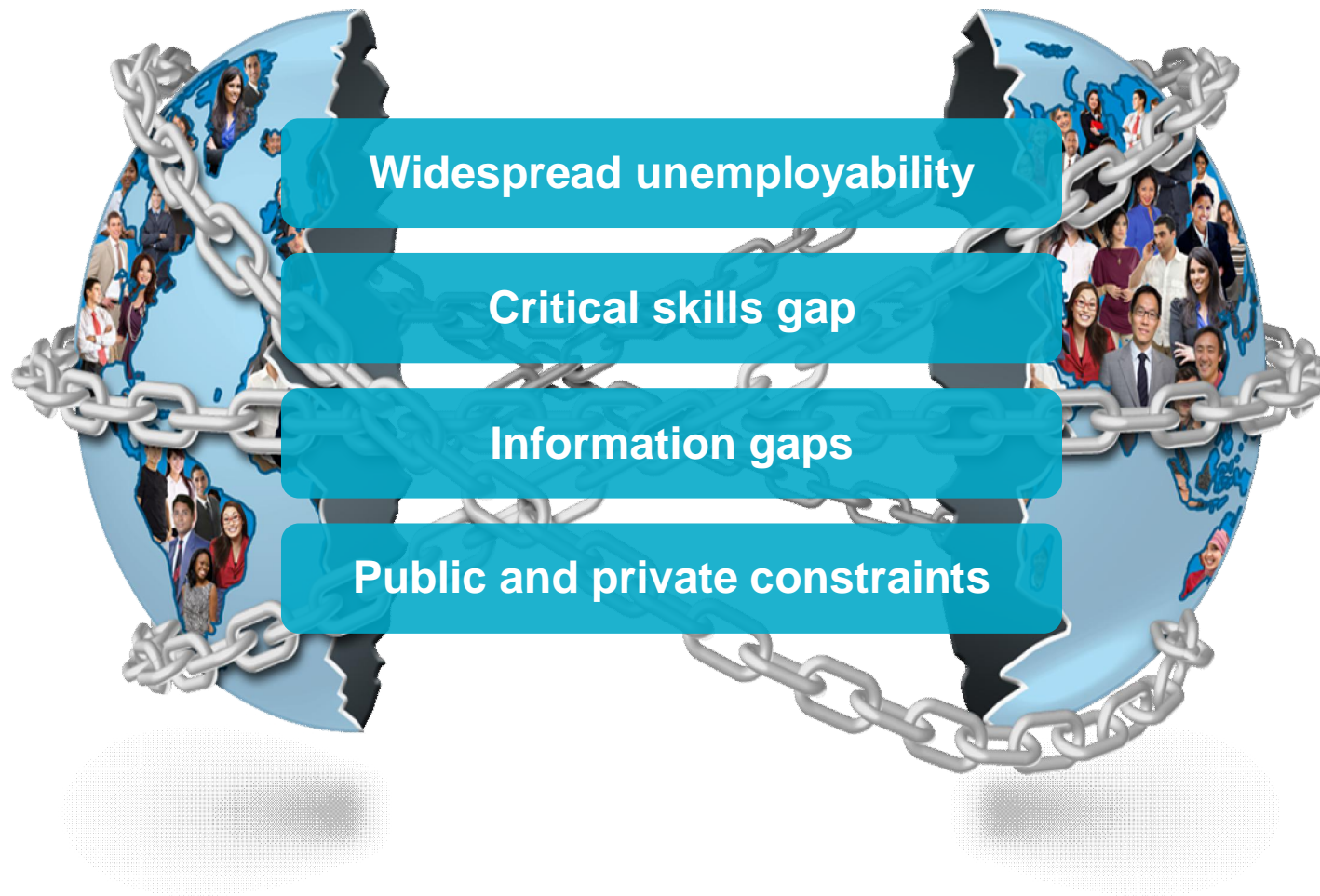
Two Critical Challenges

Unlocking “talentism” relies on solving two critical challenges; the first is pools...



Four Trends

Research identified four trends that suggest managing the pool will require new approaches



The Solution

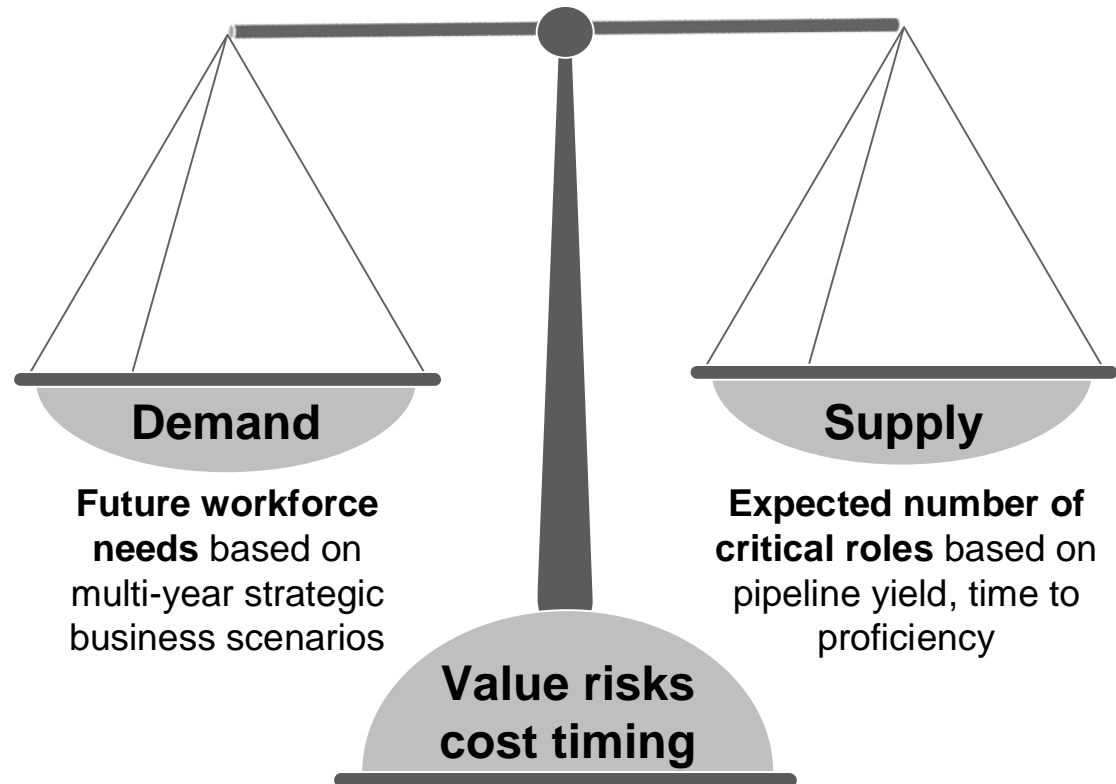
Understand the talent pool

Traditional Labor Pools



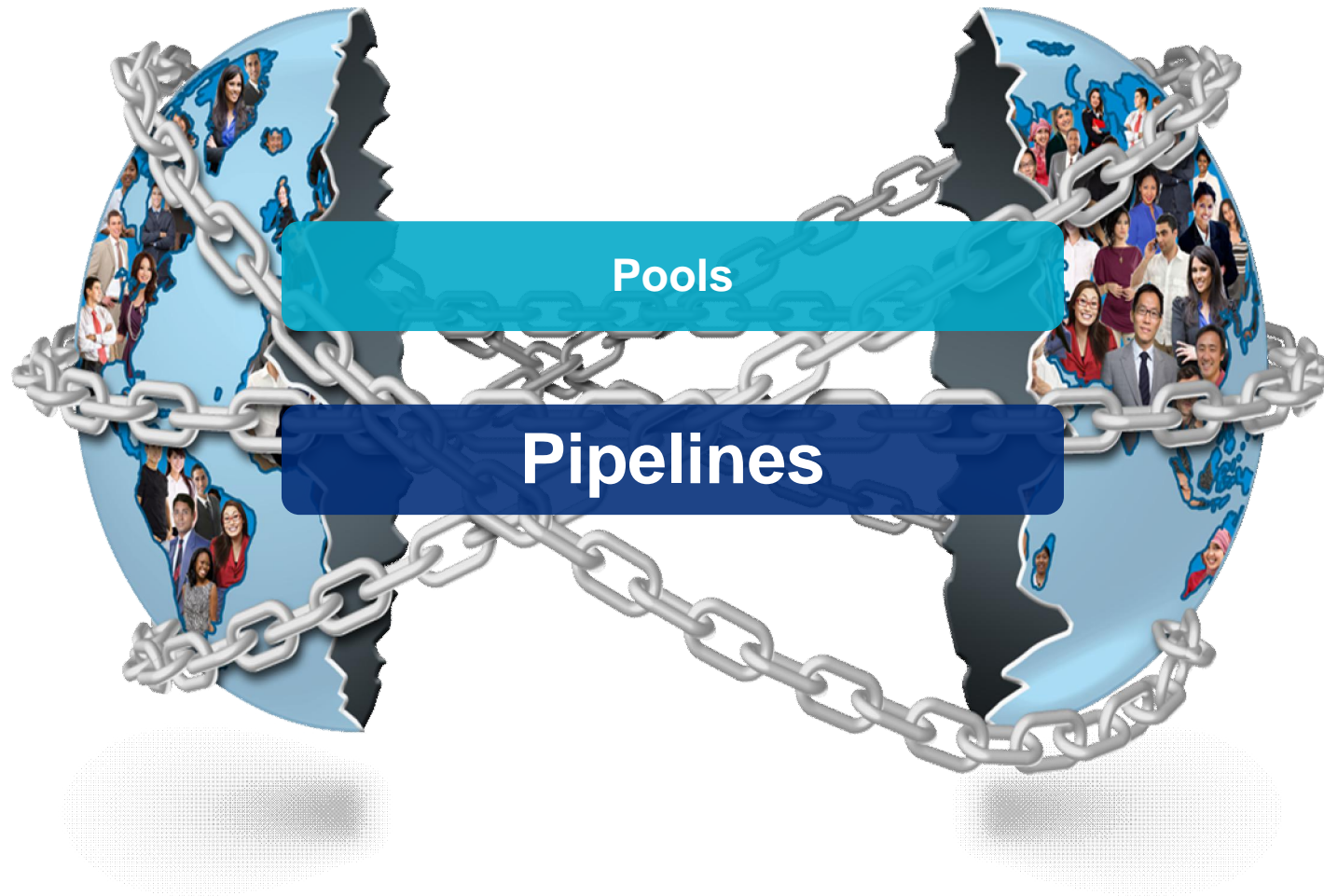
- Is the pool sufficient?
- How can we increase the pool?
- How well are we positioned in the pool?
- How can we upgrade the pool?
- What are the alternatives?

Workforce Planning Quantifies the Risk



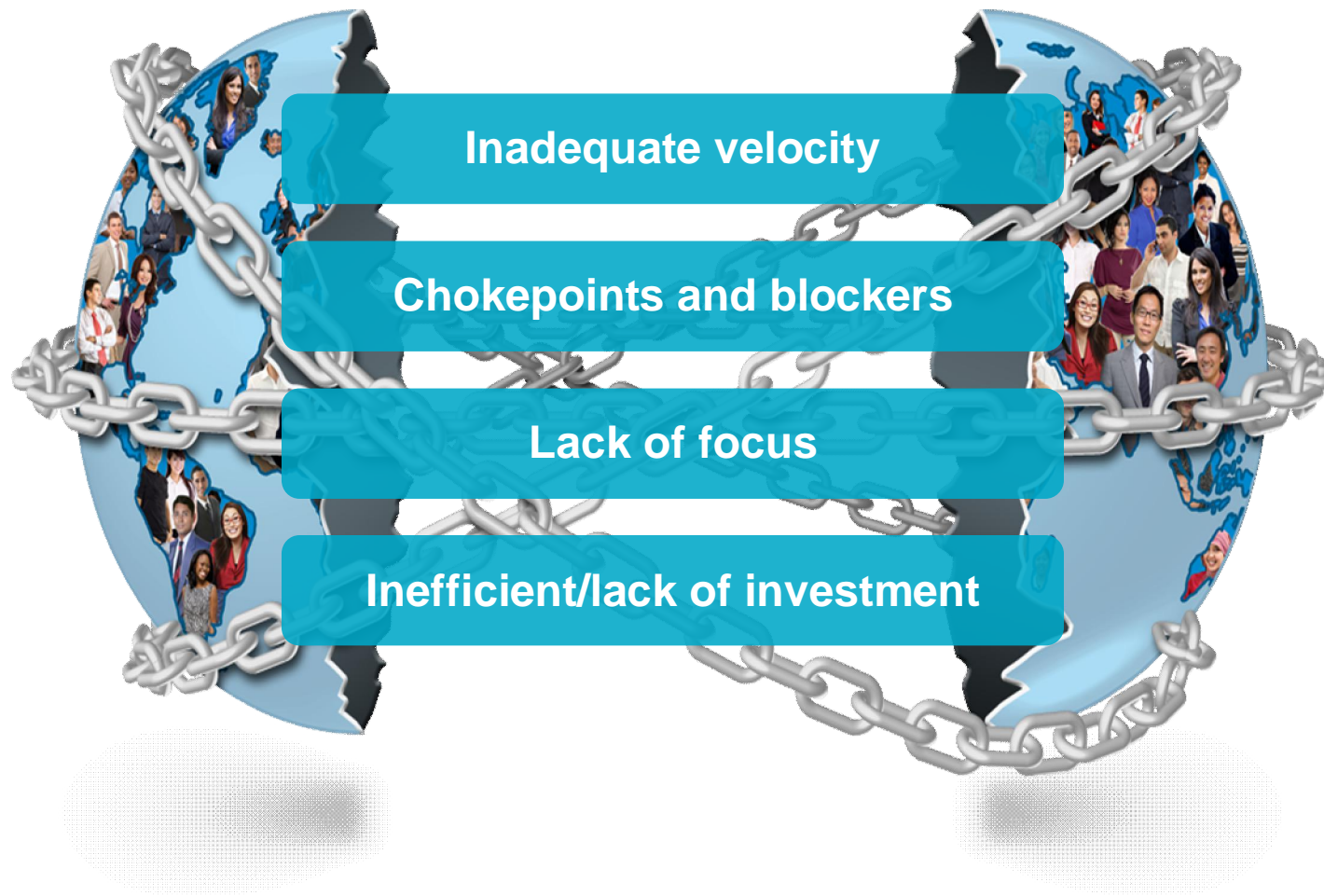
Two Critical Challenges

Unlocking “talentism” relies on solving two critical challenges; the second is pipelines...



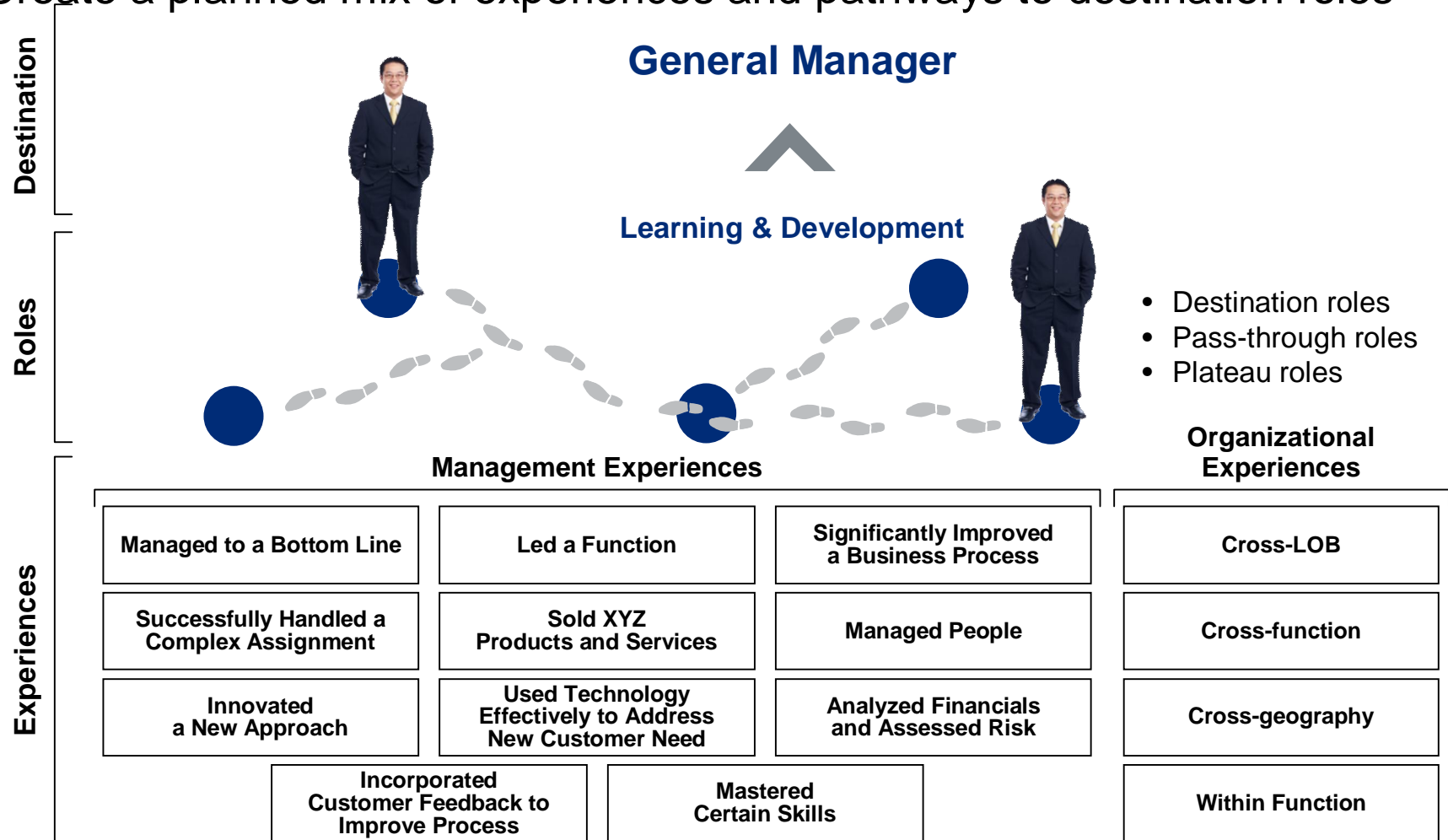
Internal Pipelines

Globally, companies are struggling to manage internal pipelines

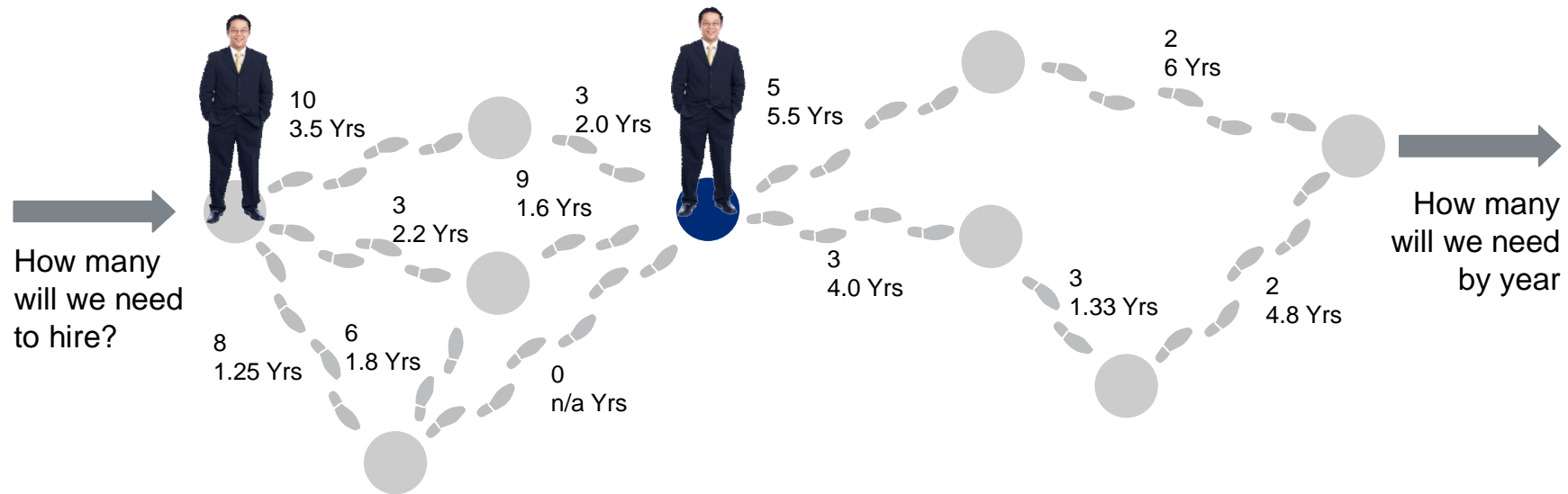


Building Critical Roles

Create a planned mix of experiences and pathways to destination roles



Forecasting the Pipeline



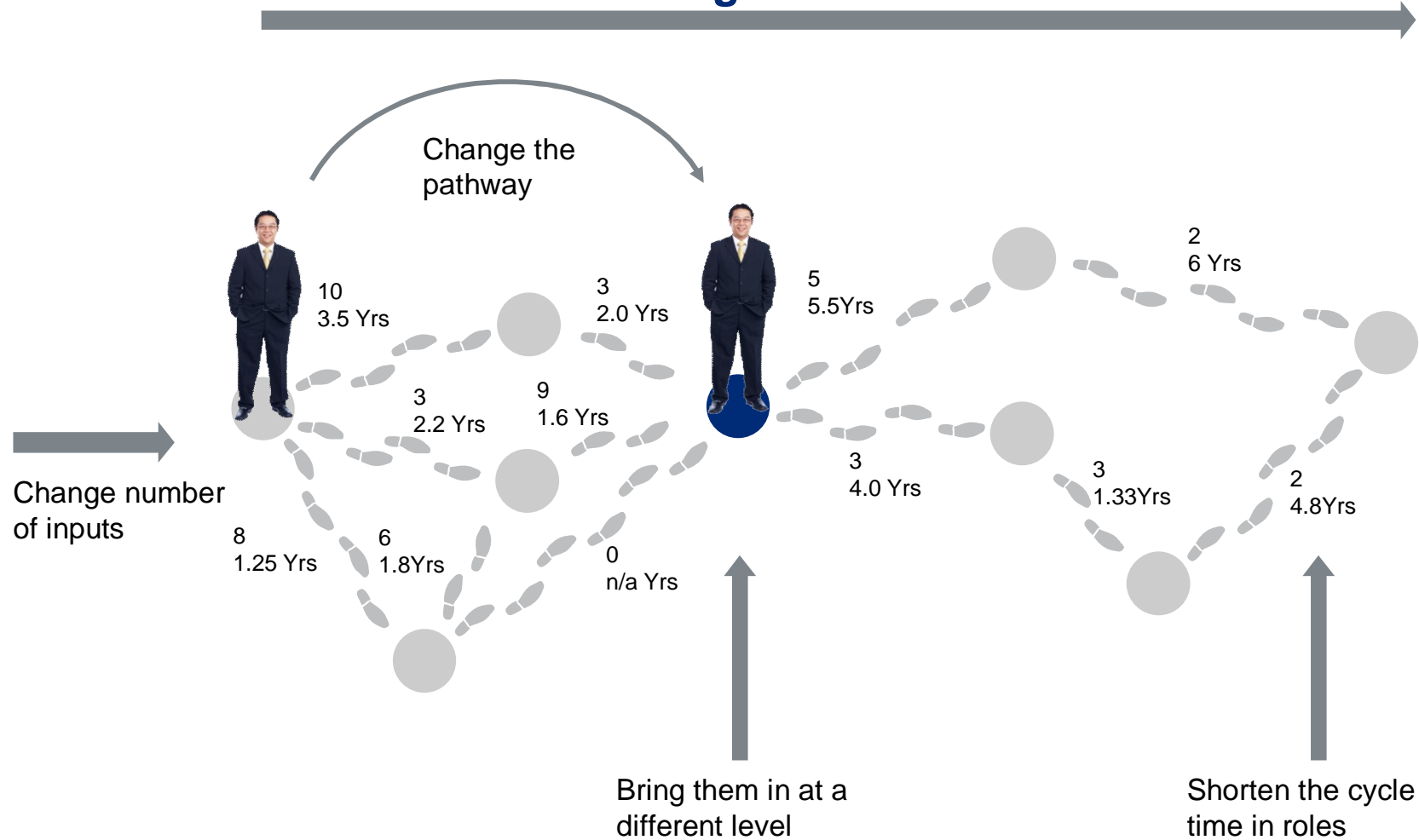
How many will we need to hire?

How many will we need by year

What is the Yield Rate on our Pipeline?
What is the target time to proficiency?

Redesigning the Pipeline

Change the Yield Rate



CASE STUDY: THE BOEING COMPANY



You Will Learn How Boeing...

Leads its workforce planning efforts

Analyzes data and trends to identify workforce risks and opportunities

Identifies critical skills

Models internal flow of talent to project future skill supply and demand

Influences external skill pipeline of the future



What Is Workforce Planning?



Defined approach for targeted end users

Link to business strategies and plans

Diagnosing gaps and identifying solutions

Analysis using sophisticated tools

Recommending gap mitigation

Defining long-range people plans

It's All About...



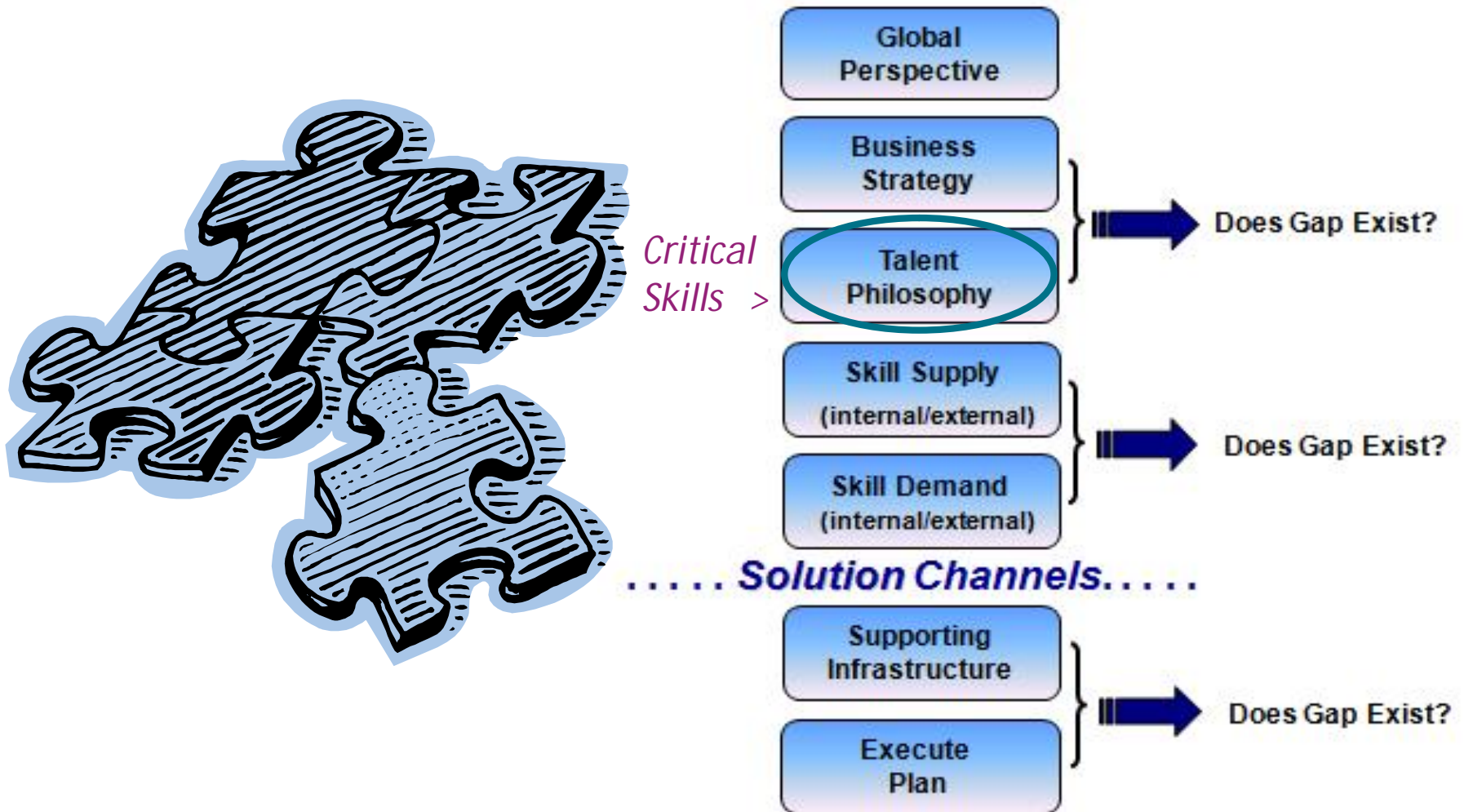
The dialog and
asking the
right
questions

Overlaying the
workforce to
the business

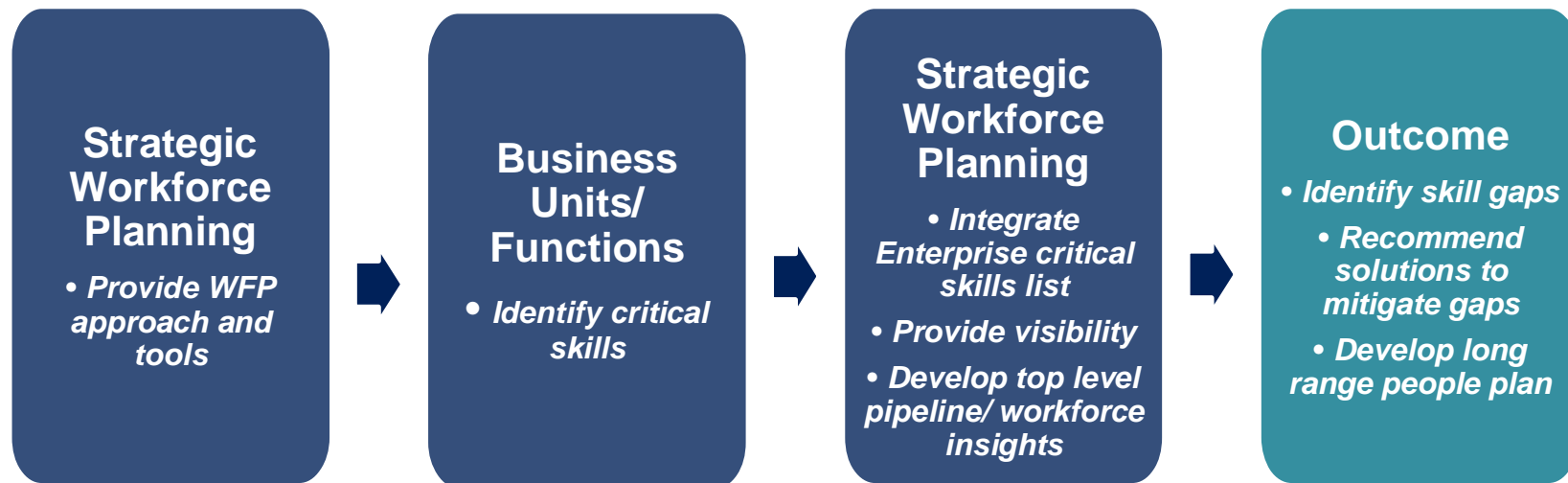
Analyzing
useful data

Keeping it
simple!

Our Approach

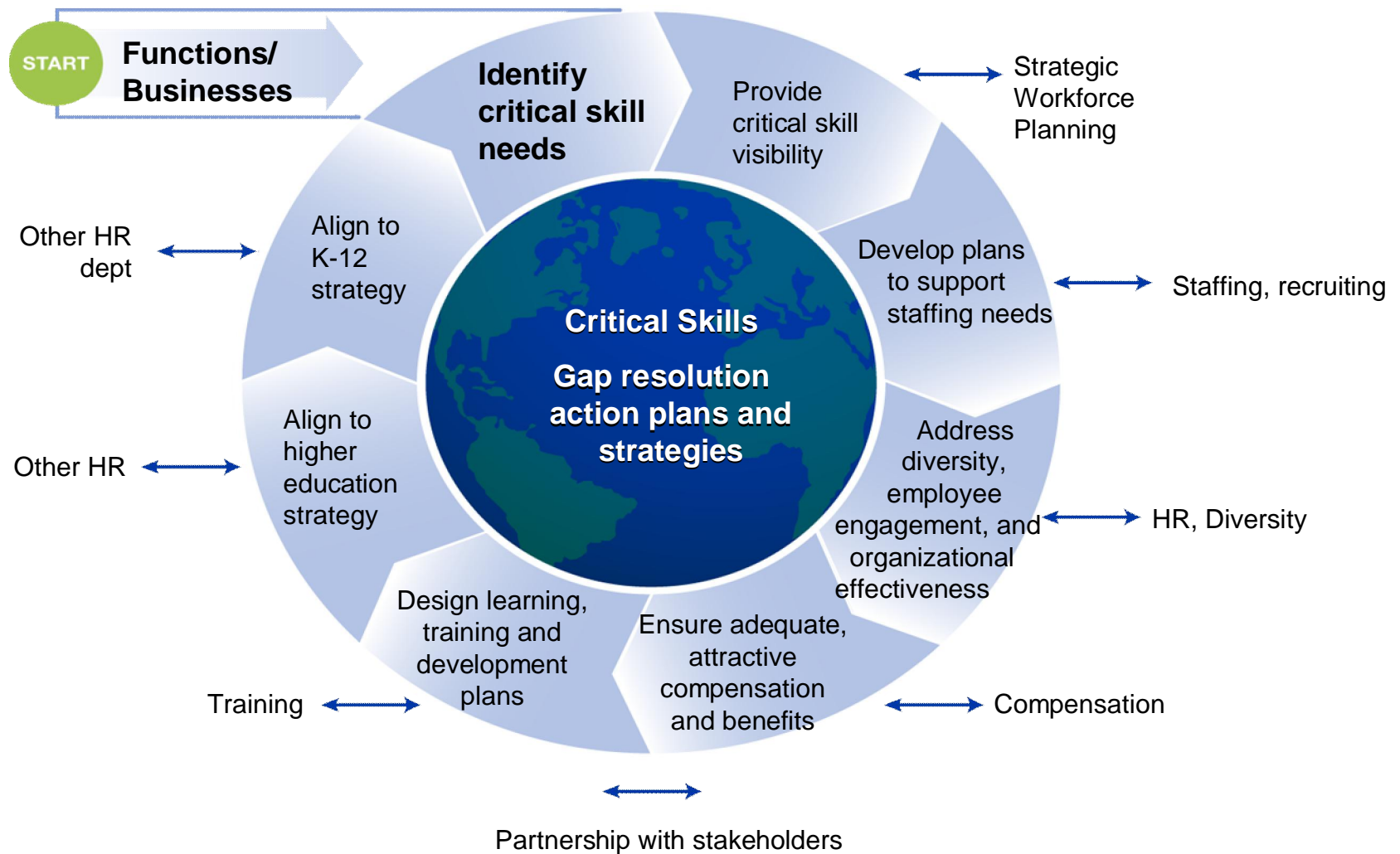


Critical Skills Identification Top Level Process



Strategic Workforce Planning drives Long Range People Plan

Integrated Skills Management



Predictive Workforce Modeling at Boeing (1 of 2)

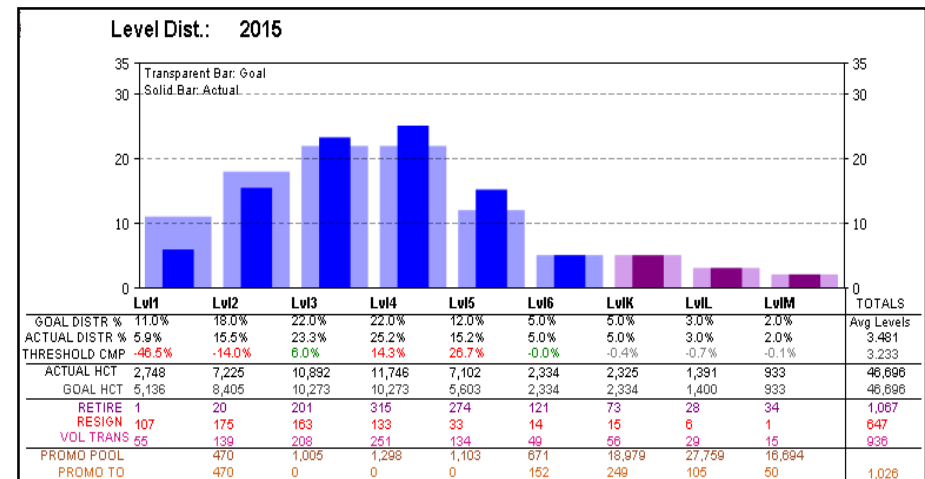
Start with Program and Functional Organization staffing profiles

Factor in the effects of:

- Predicted Boeing business trends and associated workforce skills/levels needs
- Workforce demographics (skill populations, job levels, age, retirement eligibility)
- Predicted changes in the national economy
- Workforce-related policies (staffing growth/reductions, promotions, retirement)
- Workforce trends/rates (retirements, voluntary terminations, internal transfers, promos)

Produce year-by-year forecasts of:

- Key Workforce demographics
- Personnel transactions required to achieve and maintain them
- Potential skill gaps and surpluses



not actual data

Predictive Workforce Modeling at Boeing (2 of 2)

Develop a holistic model of the population of interest and a go-forward action plan

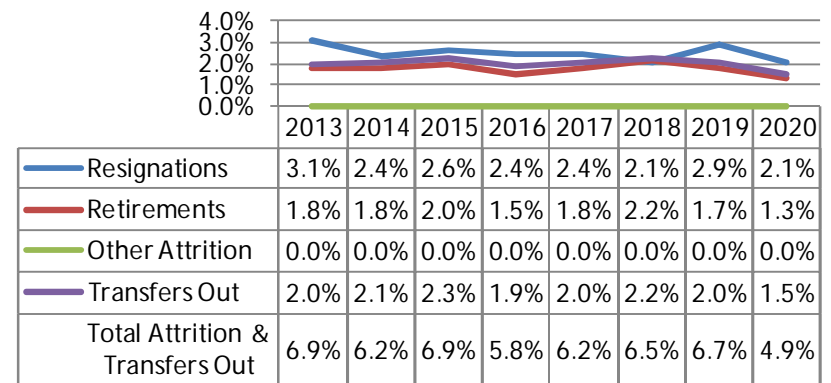
Forecast potential skill gaps due to

- Resignations and retirements
- Other attrition such as layoffs
- Employees transferring to new jobs outside the population of interest

Forecast skills management actions needed to mitigate the forecasted skill gaps

- Promotions of employees already in the population of interest
- Transfers of existing employees into the population of interest
- External hires that will be needed to fill the remaining skill gaps

Forecasted Attrition & Transfers Out



		Forecasted Skills Management							
		2013	2014	2015	2016	2017	2018	2019	2020
Promotions		188	187	213	164	174	180	155	132
Transfers Out		49	51	56	46	50	55	50	38
Transfers In		18	23	28	24	28	29	15	15
Hires		19	23	13	8	19	15	16	12

not actual data

Predictive Workforce Modeling at Boeing

Example from Aviation Week Survey

Predictive modeling can be effectively applied to population subsets to forecast differences from the total aggregate population, such as:

- Manufacturing may be on the rise but other skill groups may be flat
- Civil (commercial) business may be on the rise but Defense in decline

Boeing can also subset and forecast by major Business Unit and/or location(s), to better prepare action plans and align staffing resources

Out-year forecasts are naturally less certain, but still help us identify trends, risks, and magnitudes of staffing demands

22. Please fill out the table below pertaining to your hiring plans for the five-year period.

Production Support: Industrial engineers, Manufacturing engineers, Planning, Logistics and other salaried professionals.
 Production, Skilled: Machinists, operators, tradecrafts, distribution, technicians and other non-salaried categories.

Part 1 of 3	Plan for 2013						Plan for 2020					
	Civil Aviation		Defense / Security		Space		Civil Aviation		Defense / Security		Space	
	U.S.	Inter-national	U.S.	Inter-national	U.S.	Inter-national	U.S.	Inter-national	U.S.	Inter-national	U.S.	Inter-national
Overall	X	X	X	X	X	X	X	X	X	X	X	X
With a Secret Clearance	X	X	X	X	X	X	X	X	X	X	X	X
With an Above Secret Clearance	X	X	X	X	X	X	X	X	X	X	X	X
Engineering	X	X	X	X	X	X	X	X	X	X	X	X
Software Development	X	X	X	X	X	X	X	X	X	X	X	X
Research & Development	X	X	X	X	X	X	X	X	X	X	X	X
Engineering Technicians /Aides	X	X	X	X	X	X	X	X	X	X	X	X
Enterprise IT and Architecture	X	X	X	X	X	X	X	X	X	X	X	X
Program Management	X	X	X	X	X	X	X	X	X	X	X	X
Supply Chain	X	X	X	X	X	X	X	X	X	X	X	X
Sustainment/MRO/Aftermarket	X	X	X	X	X	X	X	X	X	X	X	X
Finance/financial analysis	X	X	X	X	X	X	X	X	X	X	X	X
Business Development	X	X	X	X	X	X	X	X	X	X	X	X
Production Support	X	X	X	X	X	X	X	X	X	X	X	X
Production, Skilled	X	X	X	X	X	X	X	X	X	X	X	X

Critical Skills Situational Awareness

Software Engineering Example

External Environment

- 30% occupation growth projected in U.S. by 2018 (per NDIA)
- Undergrad graduation rates dropped 36% in last 5 years
- Resource issues persist, in U.S. government and industry
- Need to improve workforce acquisition, STEM, cross-training; expect substantial OJT for new hires
- Need non-traditional engineering mindset coupled with non-aerospace talent sources such as the gaming industry

Internal Environment

- Limited opportunities for college hiring due to business constraints over last few years
- Limited opportunities for in-place promotions could impact employee satisfaction and career advancement
- Our Skills Planning and Future Workforce Forecast tools warn us to anticipate the following through 2015
 - Need to fill more than 1000 new positions over the next 5 years
 - Need to replace about 900 resignations over the next 5 years (~35% of current workforce)
 - Need to replace about 700 retirements over the next 5 years (~30% of current workforce)
 - Dramatic shift in age and years of service profile for software engineering by 2020

Potential Solutions

- Formalized knowledge transfer needed
- Continue enhanced skill development plan, including OJT, apprenticeships, teaching center
- Focused recruiting and retention strategies

Boeing's Global Workforce Intelligence Suite (GWIS)



Insights derived by viewing information from multiple perspectives

Boeing headcounts, hiring activity, and related employee demographics

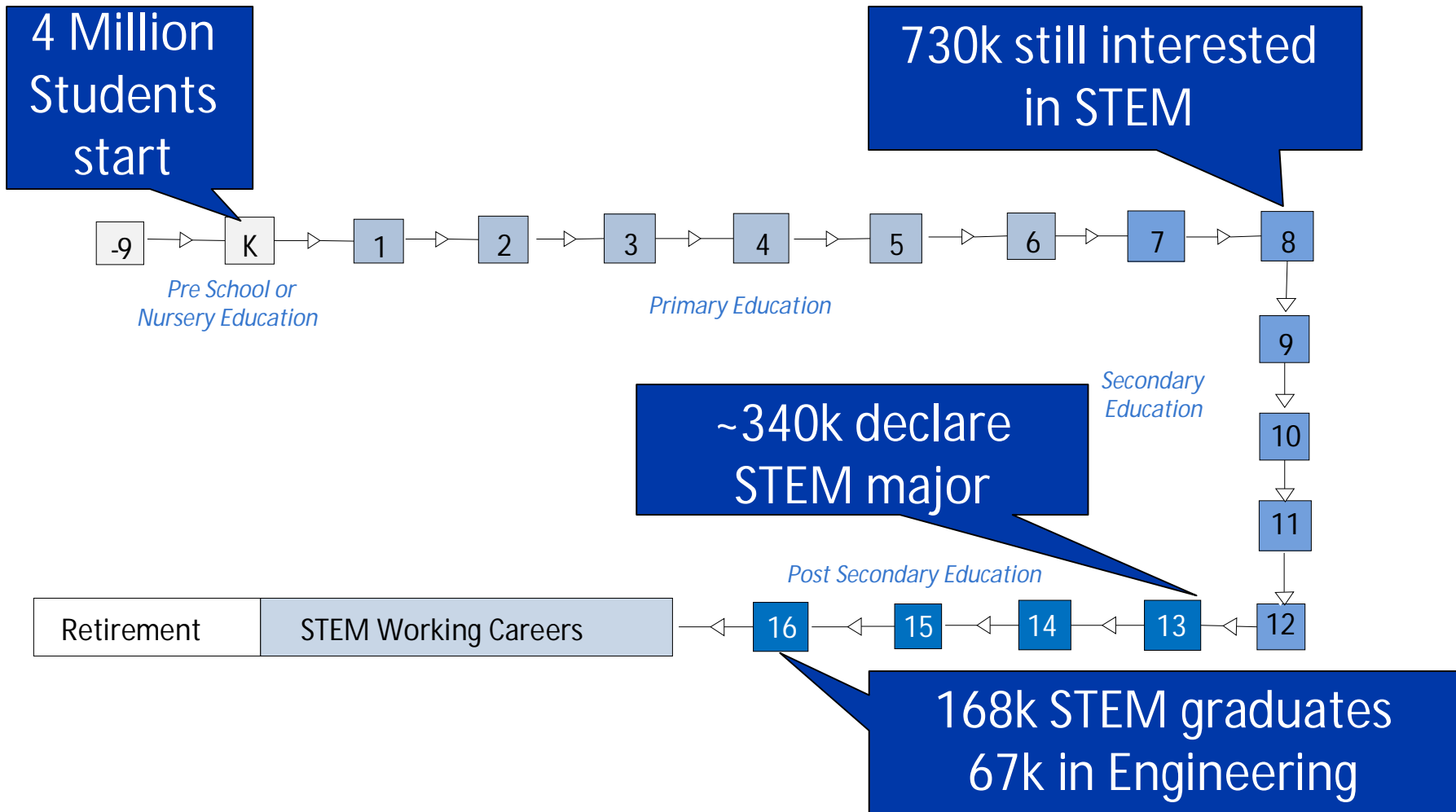
Key Boeing workforce trends, attrition, retention, and external benchmarks

Predictive analyses of potential workforce supply and demand

Global workforce data

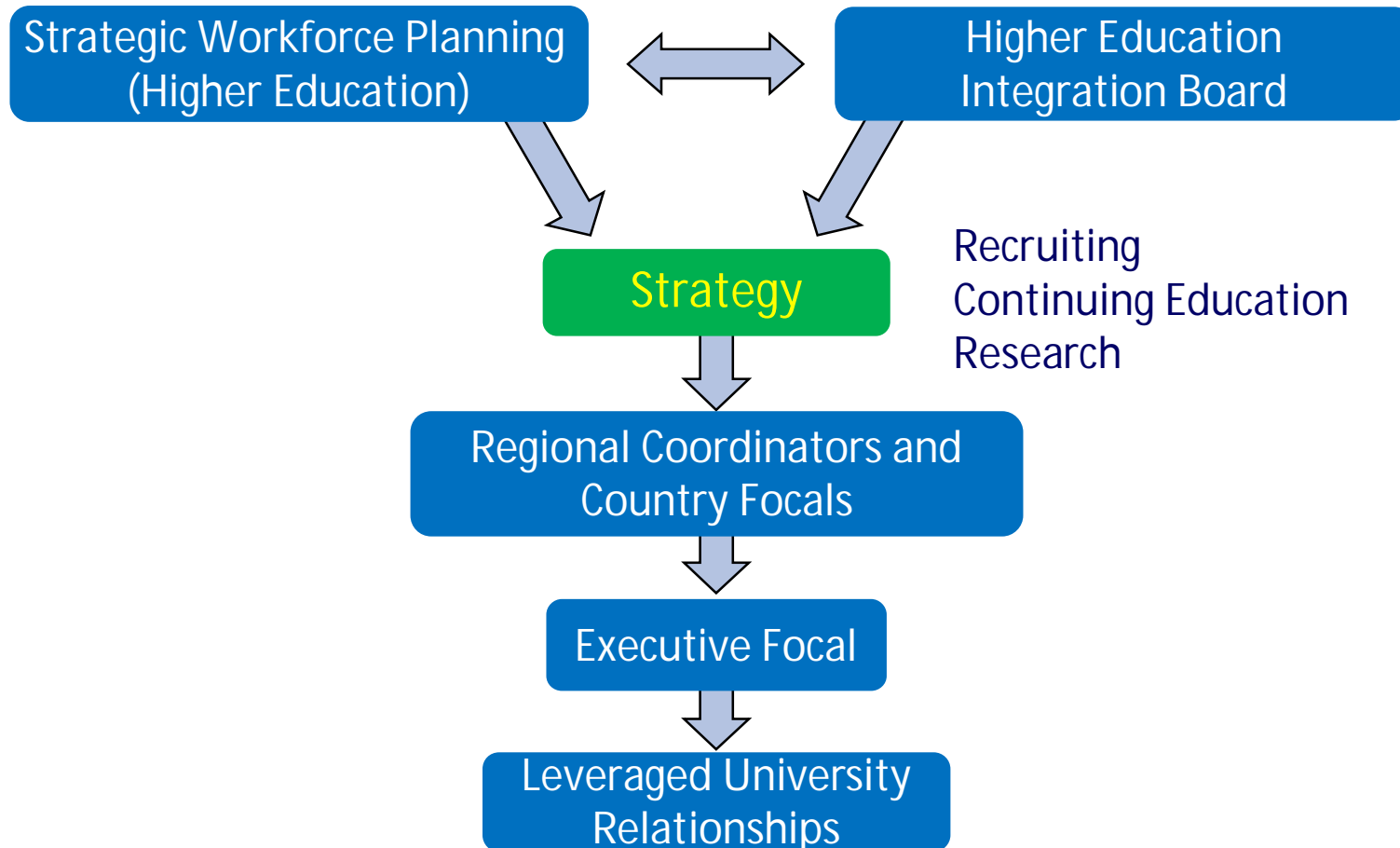
Detailed predictive analyses

Workforce Pipeline and STEM System Supply Demand Cycle



Sources: <http://www.gao.gov/new.items/d06702t.pdf>; <http://nces.ed.gov/pubs2009/2009020.pdf>
<http://www.census.gov/prod/1/pop/p25-1130.pdf>; <http://nces.ed.gov/FastFacts/display.asp?id=16>
<http://online.wsj.com/article/SB122455013168452477.html>; <http://nces.ed.gov/pubs2002/2002130.pdf>

Our Strategic Education Relationships



It's All About...



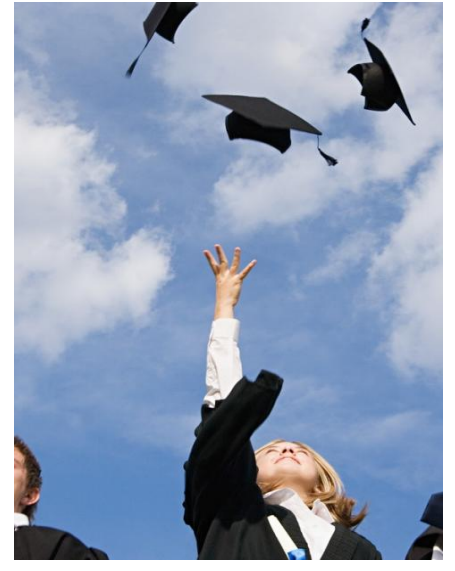
Providing a workforce planning approach and tools



Identifying critical talent



Providing data analysis for business decisions



Influencing external talent pipeline

Q&A



Questions?



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ADDITIONAL RESOURCES – see next few pages

- Register for an upcoming metrics and analytics webcast
- Listen to past webcast event recordings
- Subscribe to Be in the Know blog

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FEEDBACK

Please fill out the feedback form at the end of this webcast so we can continue to improve. The form will pop-up in a new window when the session ends.

For More Information

- **Mercer “Be in the Know’ blog**
 - Mercer subject matter experts and guests will help you discover tips and trends, and will offer advice to questions you may have
 - <http://www.mercer.com/mercero-blog>
- **Mercer Analytics website**
 - Next generation metrics and analytics solution that combines disparate data and Mercer’s intellectual capital, consulting services and technology
 - <http://www.mercer.com/merceroanalytics>
- **Mercer webcast series**
 - <http://www.mercer.com/webcastseries>

Upcoming Webinar: Starbucks Corporation Case Study

February 26 at 2:00 pm EST

Speakers:



Brian J Kelly
Partner
Global Practice Leader, Workforce
Analytics & Planning, Mercer



Lacey All
Director
Strategic Talent Initiatives,
Starbucks Corporation

Description:

- Participants will come to understand the keys to getting workforce planning right in today's uncertain environment. They will also hear about what Starbucks is doing to make smart decisions, so that the actions they take today do not jeopardize their future viability. Participants will also gain insight into "what's next" in analytics and planning and how to prepare their own organization to evolve their analytics initiatives. Specific focus will be placed on the Starbucks case experiences and case studies.

Register here: <http://www.mercer.com/webcasts?siteLanguage=100>

Speaker Biographies – Brian J Kelly

- Brian is a Partner at Mercer and is the global Commercial Leader for the human capital metrics & analytics solutions. Brian currently serves as the Co-Chair of the Institute of Human Resources Workforce Planning & Analytics Working Group and Vice Chair of the Society of Human Resource Professional's (SHRM) workforce metrics taskforce.
- Prior to Mercer, Brian was the President, North America of Infohrm, the recognized industry leader in workforce reporting, analytics and planning solutions across the globe. Brian led Infohrm's North American operations and was responsible for the firm's global sales, marketing and partner strategy leading to the firm's acquisition by SuccessFactors in July 2010. Prior to leading Infohrm, Brian served in a variety of management and leadership positions in the software, services and investment management industries with such firms as DoubleStar, Inc. and SEI Investments.
- Brian is a graduate of Boston College
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Speaker Biographies – Dianna L. Peterson

- Dianna L. Peterson is senior director of Strategic Workforce Planning for The Boeing Company. As strategy leader, Peterson is responsible for determining and understanding how near- and long-term workforce requirements, skills, and knowledge align with Boeing's future business objectives. Boeing's Strategic Workforce Planning professionals develop strategic and tactical workforce planning approaches for business units and functions that deliver a deeper understanding of critical skills that support innovation and growth.
- Dianna also provides leadership and operational focus for Boeing's University Relations portfolio consisting of more than 150 U.S. and international institutions of higher learning. The University Relations program aims to ensure Boeing has the right relationships with the right schools for hiring, continuing education as well as research and development aligned to critical skills needs.
- Dianna, a 34-year Boeing Human Resources veteran, has served in a variety of leadership positions supporting many business units including Boeing Commercial Airplanes, Boeing Capital Corporation, Shared Services Group and Boeing's Chicago Corporate Office. She also has supported key human resource functions including compensation, employee relations, organizational development and staffing.
- Dianna holds a bachelor's degree in business administration with a concentration in Human Resource Management and has participated in the Leadership Program at Duke University's Fuqua School of Business.
- Dianna is a member of The Attrition and Retention Consortium and serves on their executive committee. She currently is co-chair of The Conference Board's Strategic Workforce Planning Council. In 2009 The American Productivity and Quality Center recognized Boeing's workforce planning methodology as a best practice.



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