

# STRATEGIC WORKFORCE PLANNING PREPARE TODAY FOR TOMORROW'S BUSINESS NEEDS

## CAN YOU THRIVE WITHOUT THE RIGHT TALENT?

Probably not. Businesses depend on a qualified workforce for innovation, production, sales – well, just about everything.

So what happens if your talent pool dries up or gets stolen away?

Organizations are good at identifying and mitigating most business risk. Yet, when it comes to finding the right workforce today – and forecasting for tomorrow – many companies are at a loss.

Why? Shifting demographics, globalization, and technology are changing the available talent pool and altering the traditional employer-employee relationship. The changes are profound for all industries, but especially for those that rely on experienced, highly skilled employees.

Workforce  
planning takes  
on greater  
urgency today.

## MERCER'S STRATEGIC WORKFORCE PLANNING

Our integrated approach identifies and addresses critical gaps between current workforce resources and future needs.

Mercer addresses client needs from strategy creation through lasting impact.

We have a solution. Mercer's systematic approach forecasts risks; finds the right balance of quantity, quality, and location of critical talent; and pinpoints internal supply of and demand for critical skills and roles under multiple business scenarios.

Our integrated approach identifies and addresses critical gaps between current workforce resources and future needs, and finds actionable solutions to the following financial traps:

<b>TALENT RISK</b>	Growth concerns or a weak pipeline for the future
<b>FINANCIAL/ OPERATIONAL RISK</b>	Lost revenue from having to slow operations or put them on hold
<b>HR PRACTICE RISK</b>	Investment in the wrong people or overspending caused by unpreparedness

Mercer's process then seeks to mitigate these risks through solutions centered around three sequential criteria:

<b>FEASIBILITY</b>	<i>Can we build, buy, or borrow our way out of the identified gaps?</i>
<b>STRATEGY</b>	<i>Should we build, buy, or borrow talent to fill gaps?</i>
<b>LOGISTICS</b>	<i>How do we most effectively build, buy, or borrow talent?</i>



# WHAT SETS US APART: STRATEGY, ANALYTICS, AND TECHNOLOGY

Our data-driven consulting goes much further than supply-and-demand software. We leverage years of strategic workforce planning know-how — as well as propriety analytical tools, technology, training workshops, and information solutions — to help establish clear and measurable links between your human capital programs and business results. Further, our risk analysis methodology helps you assess the cost-and-benefit trade-off of certain interventions.

## STRATEGY

You will get a clear, actionable, strategic plan — unique to your organization — for building a workforce to meet current and future business needs. You get detailed outcomes that can include:

Identification of critical workforce segments	✓
Key business performance indicators aligned with workforce needs	✓
Economically modelled risk assessments	✓
Build, buy, and borrow options	✓
Knowledge about when the talent supply will become thin	✓
Awareness of where to find the right talent	✓
Appreciation of what workforce policies and practices contribute most effectively to filling gaps	✓

## ANALYTICS

In addition, Mercer's comprehensive approach helps organizations clearly and measurably link human capital programs and policies to business results. Our set of analytical consulting tools includes Mercer's Internal Labor Market Analysis®, which examines the flow of people into, through, and out of an organization over time; External Labor Market Analysis®, which evaluates local, regional, and national labor supply and demand conditions around the world; and Business Impact Modeling®, which quantitatively identifies and models the workforce characteristics and management practices that are the strongest drivers of business outcomes.

## FINANCIAL IMPACT OF THE WORKFORCE CHALLENGE

### Industry examples

- Oil and gas companies are delaying major exploration and production projects at a time of record prices.
- Aerospace companies are not able to meet ramped-up delivery schedules.
- Utilities are faced with skills development time frames of five to 10 years for critical jobs.
- Health care providers remain in constant search for specific nurses and technicians, who are even harder to keep.
- Some rail and haulage firms are searching in vain for the next generation of engineers, drivers, and maintenance workers.



## TECHNOLOGY

Our Workforce Planning application, part of the Mercer Analytics technology platform, helps clients successfully launch, run, and optimize strategic workforce planning programs around the world. Benefits include:

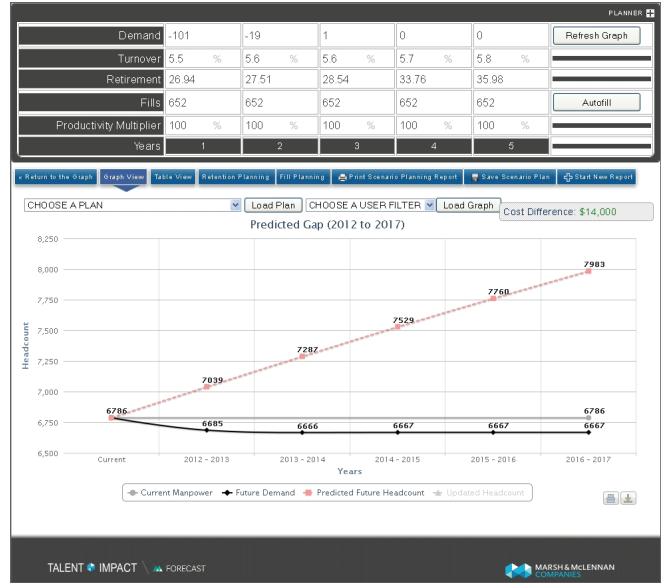
- **Integrated solution:** Combines decades of strategic workforce planning experience and methodology with a proven and flexible technology platform to identify critical gaps between current workforce resources and future needs.
- **Advanced scenario modeling:** Allows organizations to model multiple “what if” scenarios and adjust levers accordingly to drive desired outcomes.
- **Simplified, repeatable process:** Distills an often complex review and calculation of workforce data into a sustainable process, resulting in actionable results.
- **Systematic approach:** Uses configurable variables to forecast risks for critical skills under multiple business scenarios.
- **Speed to delivery:** Gets you up and running quickly.

In addition, the Mercer Analytics technology platform suite provides complete, start-to-finish insight into your workforce — from current-state assessment, to planning solutions, to ongoing monitoring and reporting.

## SOLVE TOMORROW'S WORKFORCE RISKS TODAY

Organizations that have not planned ahead face very real business risks. Take a different route. Contact a Mercer consultant today to see how our integrated approach will turn workforce planning into a lasting competitive advantage for your organization.

Visit [www.mercer.com/workforceplanning](http://www.mercer.com/workforceplanning) to learn more.



You decide the extent of our best-in-class workforce planning: Select an integrated, end-to-end solution that combines the right blend of expertise, analytics, technology, and data practices, or choose a specific, tailored solution that tackles technology, consulting, or information.