

2ND SWP & TALENT ANALYTICS SEMINAR 2015



STRATEGIC WORKFORCE PLANNING & TALENT ANALYTICS

28TH & 29TH MAY 2015
BRUSSELS



WELCOME

Following on from our successful launch in 2014 we are delighted to announce our 2nd Annual Strategic Workforce Planning & Talent Analytics Conference that will take place in Brussels this May 28th & 29th.

Our inaugural SWP conference held last May in Brussels was an eye-opening event. We had some of the leading minds and organisations in attendance from across the USA and Europe in what was a carefully produced mixture of successful Workforce Planning journeys, HR Analytics implementation and Predictive Analytics Case Studies.

The major takeaways from the inaugural event were just how important these topics are for large organisations and how much work needs to be done on this issue. It was delightful to see that this event is indeed a pioneering one, we are excited to see how this will grow in the years ahead.

As the issue of workforce planning remains an elusive challenge to many organisations, we will examine how leading companies are delivering effective and sustainable results while also laying successful foundations for the future. We will hear about the successful “how to” approaches and strategic models that are being implemented in some of the world’s largest companies and organisations today.

As many organization’s valuations are increasingly based on human capital, business success and advancement will fall with those groups that have the knowledge to deliver effective results.

An all encompassing two days in Brussels will provide you with groundbreaking research, compelling presentations, debate sessions, roundtable discussions, keynote presentations, interactive workshops and much more.

The 2015 edition will once again ask the bigger, more challenging questions and we invite you to join this prestigious event. See you in Brussels!

Our speakers include...



GOLD CHAIRMANSHIP PARTNER
HAY GROUP

The right workforce, today and tomorrow, at the right cost

We know that people are the key to corporate performance. So when we work with you, we focus on your people - who they are, what they do and why, and how they can perform to their best every day. We believe that when your people are at their best, your strategy becomes reality.

Strategic workforce planning, provided it is grounded in a thorough understanding of your required strategic capabilities, helps you build a better workforce - the workforce that delivers your strategy, in the short and long term. We'll work with you to create a workforce that's based around 'The 5 Rights'. The right shape. The right skills. The right size. The right site. And at the right spend of course.

Eric S. Pelletier
Global Head of Strategic Workforce Planning
Hay Group



Eric is the global head of strategic workforce planning at Hay Group. He has been working in strategy consulting and in investment for 30 years. He is a thought leader for transformation in Hay Group. He has extensive experience in helping Hay Group's clients develop innovative solutions to their business challenges, leading to large-scale transformational programs bridging human and financial capital.

As well chairing the event, Eric will talk about the impact digitization is having on work and jobs. What does this mean for the way you plan your workforce, in the context of disruptive technological change? And how can you make sure you have cognitive workers with the skills you need for the future when the resource pool becomes hollow?

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SPEAKERS



Mihael Sutalo
Head of Strategic Workforce Planning
MAERSK OIL

Mihael started his professional career in 2007 working as management consultant with clients in Europe focusing on projects in supply chain optimization and restructuring programs. Since 2010 he has been working in oil and gas sector, first in Croatia where he supported change management and process optimization in INA (supply chain, HR), and in 2012 he moved to MOL Group's Headquarters in Budapest as Advisor to HR VP where he worked on the redesign of MOL Group's governance model and reshape of the HR function. In January 2014, Mihael joined Maersk Oil and Gas in Copenhagen as Head of Strategic Workforce Planning. Mihael's interest in analytics emerged from his academic background in accounting and economics.



Ben Hawley
HRD Organisation, Analytics & Digital
UNILEVER

Graduating from Oxford University with a Masters degree in Biochemistry, Ben joined Unilever in 2004. Ben initially specialising in HR services, including delivering the first employee and manager self-service platform through Peoplesoft and overseeing the global delivery of all Learning programmes, supported through a customised LMS. More recently, Ben has assumed responsibility for Organisation Design and Effectiveness, integrating closely with the HR Analytics agenda.



Julia Howes
Workforce Analytics & Planning Lead, Europe
MERCER

Julia Howes leads Mercer's Workforce Analytics and Planning practice within the Talent business in Europe. She has worked in professional services organisations for over 12 years, and specialises in strategic workforce planning, workforce analytics and workforce metrics. She has worked across a variety of services including formulating business cases, delivering learning workshops, creating technology roadmaps and implementation strategies and formulating COE structures. Julia has conducted WP consulting engagements across a variety of industries; telecommunications, aircservices, mining, manufacturing, banking & finance, health and IT, in Australia, Asia, Europe, the Americas and Africa.



Kai Berendes
Head of ddn Workgroup Strategic Workforce Planning & Executive Partner
Dynaplan

Kai is a distinguished expert in the field of strategic corporate planning with a focus on HR and finance. As a management consultant he has been involved in numerous strategic WP projects since 2006, with some awarded the German HR Prize (Deutscher Personalwirtschaftspreis) and the (Association Swiss) winner's certificate. In the ddn - Das Demographie Netzwerke corporate network, he is leading the "strategic workforce planning" working group since its formation 2008.

Kai is currently a partner at Dynaplan working on developing strategic planning solutions in the area of HR & Finance using scenario simulations. He also teaches at the University of St. Gallen in Switzerland and is a regular conference speaker.



Simon Constance
Director Human Capital Consulting
EY (Ernst & Young)

Simon is part of the leadership team for Human Capital Consulting in UK and Ireland at EY, leads the People Analytics practice in the UK and EMEA, and has also held HR leadership positions. He has worked with some of the largest companies on global people strategy and has written a number of books about the evolution of the HR function. Simon is currently working with clients and researching how organisations can improve investment decisions around the people agenda. This includes looking at developing new ways of comparing investments across all assets including people, and developing tools to allow c-suite executives to better target their investments.



Uta Sánchez-Mayoral
VP HR COO Strategic Workforce Planning & Analytics
SAP

Uta Sánchez-Mayoral started her career in finance, where she spent 10 years in different positions before steering her career into consulting. Ms. Sánchez-Mayoral then moved to product management to CFO and is now involved in human resources. Ms. Sánchez-Mayoral joined SAP in 2005 as the head of project management. She worked in that position for nearly three years before she was promoted to vice president of governance, risk and compliance. Her strong skill set and industry knowledge have made her an invaluable asset to SAP. She serves on the executive board of the German Demographic Network.



Eric Welburn
Organisational Development Adviser
UNIVERSITY OF WESTMINSTER

Eric is an experienced human capital/HR professional. He worked in auditing, business development, branch/area management prior to moving into HR in a national training role. Eric then headed the operational HR function for a 100-branch consumer finance business before a 12-year period as an external consultant. During this time he worked on dozens of multi-sector assignments in sectors IT, Financial Services, Retail, Government and Higher Education. After working as an independent consultant with the University of Westminster, Eric became a full-time member of staff in 2013 as an organizational development specialist.



Ralf Keuthan
Director of Valuation & Business Modelling
EY (ERNST & YOUNG)

Ralf is leading the Workforce Modelling & Analytics team at EY's Business Modelling practise. Over the last 15 years he has supported a large number of organisations across the private and public sector in using advanced modelling and analytics to improve decision making about resources in complex or uncertain environments.

Working with HR and business leaders, Ralf and his team bring innovative data driven approaches to HR problems at a strategic, tactical and operational level to improve business performance and enable growth.



Meghan Rowles
Manager, Global HR Reporting & Analytics
PFIZER

Meghan is currently a Manager, HR Advanced Analytics on the Global Workforce Intelligence team at Pfizer, where she provides strategic internal consulting in analytics and advanced research to divisional HR heads and regional stakeholders. She partners with the research team to execute analytical projects using advanced statistical models, making recommendations on complex business issues through visualizations & storytelling. Prior to this, she was the Global HR Reporting Analytics business lead supporting Finance, IT and other functions providing strategic analytics, key metrics and reporting required to achieve divisional goals and objectives. Meghan joined Pfizer in April 2008, from Wyeth, where she was a HR Production Analyst on the Data Management team and later a member of the Global Central Reporting team,



Dr. Stefan Kotkamp
Managing Director
DB JobService
(Deutsche Bahn)

Stefan is the managing director of DB JobService, a 100% subsidiary of the Deutsche Bahn. In addition he is responsible for the Strategic Workforce Planning approach and framework within DB group and partners with the different business units on analyzing and mitigating future workforce risks. Prior to this role, he was a project manager within the Corporate Development unit of DB group. Here he executed a variety of projects on strategic key topics on behalf of the Chairman of the Board of Management or the entire Group Board of Management. Stefan joined Deutsche Bahn in 2004 from the consulting division of PricewaterhouseCoopers (PwC), where he worked on strategy and operational excellence projects in the Financial Sector.



Jean Harrison
Director OD & Wellbeing
UNIVERSITY OF WESTMINSTER

Jean is an Organisation and People Development specialist with a business strategy and management consultancy background. Her career spans 20 years in Higher Education, in roles of professional support, union representation and academic activities; 10 years running her own OD and People Development consultancy partnership, and 10 years in Public Sector Personnel and Training management. Her interests lie in developing empowering cultures to improve performance and using OD and strategic HR approaches to enhance planning and resourcing in volatile environments. She has worked with UK and international clients from a variety of Sectors: Government Policy & Administration; Education; Health; Financial Services; Automotive Industries and Telecommunications.



Michael Cox
Head of HR Employee Services UK & Ireland
NESTLE

Michael Cox is a highly experienced leader of various HR Departments within Nestle UK & Ireland, including HR Shared Services, Training & Learning, International Talent & Mobility and now HR Analytics.

His HR Background began as a HR Business Partner in the famous Nestle York factory – birthplace of the Kit Kat. His role is ntegral in implementing HR Shared Services (Centre of Scale) and HR Analytics within Nestle UK & Ireland. Michael is and experienced project implementation strategist and manager. He was previously the Head of HR Analytics & Employee Services.

We proudly present our Workshop Partners

PRE-EVENT WORKSHOP PARTNER
MERCER



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 financial traps of TALENT RISK, FINANCIAL OPERATIONAL RISK, HR PRACTICE RISK.

Thursday 28th May

08:45 Morning Coffee & Refreshments

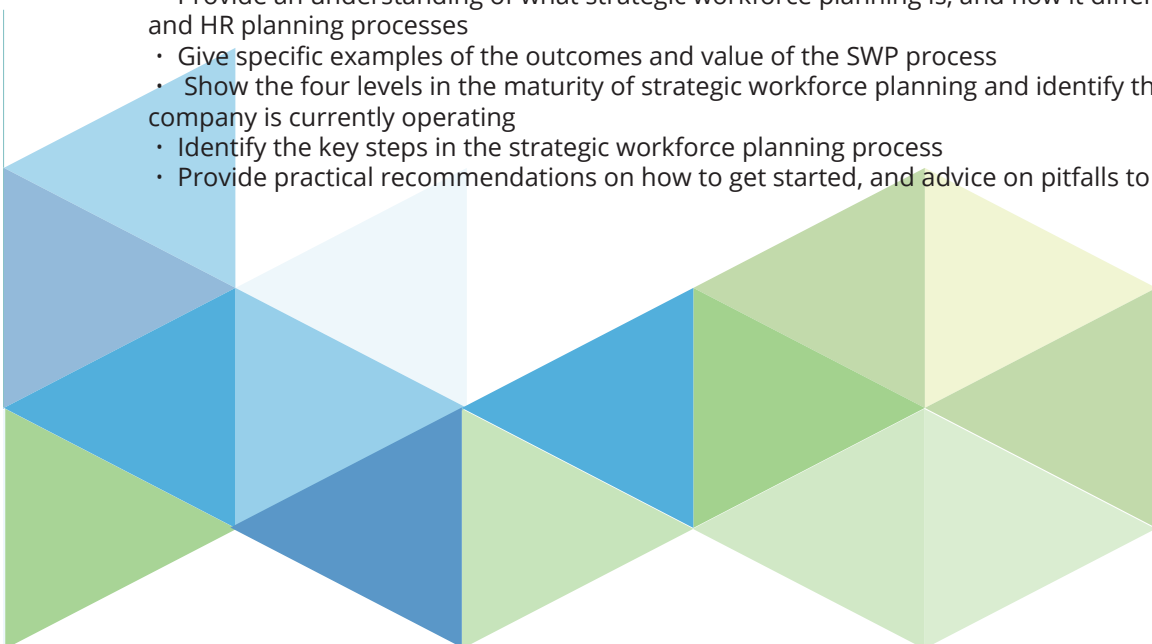
PRE EVENT WORKSHOP

09:05 – 11:05 Julia Howes
Workforce Planning & Analytics Lead, Europe / MERCER

An Introduction to Strategic Workforce Planning

Learn how to future-proof your workforce and ensure your organisation has the skills needed in the future through strategic workforce planning. This workshop will:

- Provide an understanding of what strategic workforce planning is, and how it differs from other business and HR planning processes
- Give specific examples of the outcomes and value of the SWP process
- Show the four levels in the maturity of strategic workforce planning and identify the level at which your company is currently operating
- Identify the key steps in the strategic workforce planning process
- Provide practical recommendations on how to get started, and advice on pitfalls to avoid



Thursday 28th May

11:05 *Welcome Coffee & Registration Desk Opens*

11:35 – 11:45 Chairman's Opening Address
Eric S. Pelletier / HAY GROUP

11:45 – 12:30 Mihael Sutalo
Head of Strategic Workforce Planning / MAERSK OIL

Ownership of Strategic Workforce Planning & Enablers of HR Architecture

Strategic Workforce Planning in Maersk Oil is part of annual business planning cycle. The process identifies workforce demand necessary to deliver capital projects by helping HR to prioritize talent gaps which are crucial for that delivery. The presentation will summarize the infrastructural enablers of Maersk Oil's HR architecture which are created to support implementation of the robust planning process. It will outline models used in Maersk Oil to ensure full business understanding and ownership over the workforce planning process.

12:30 – 13:15 Uta Sánchez-Mayoral
VP Workforce Analytics / SAP

Future Proofing Business Strategy with Workforce Planning

Strategic Workforce Planning at SAP was successfully piloted in three major business units. The process, starting with the modeling of strategic business scenarios, created high transparency of the future workforce demand and revealed important risks related to it. The presentation will summarize the process of Strategic Workforce Planning and how it was applied, including hands-on experiences. It will also cover the questions how to position Strategic Workforce Planning and how to get the buy-in from senior stakeholders.

13:15 – 14:30 *Networking Lunch*

GOLD PARTNER PRESENTATION

14:30 – 15:30 Eric S. Pelletier
Global Head of Workforce Planning / HAY GROUP

The Bagel Effect – the impact of digitization on work and jobs

- The bagel effect – Digitization is having a big impact on work and jobs. Organizations are seeing a 'hollowing out' of their workforces as more and more jobs become automated or streamlined. Jobs in the middle of an organization are getting squeezed out leaving the majority of jobs at the top (business leaders/cognitive workers) or the bottom (junior/manual workers). What does this mean for the way you plan your workforce? And how can you make sure you have people with the skills you need for the future when the pool becomes hollow?
- Competing through Strategic Capabilities – As strategy formulation is becoming more and more generic, companies realize that the true sources of sustainable competitive advantage are centred on the development of innovative Strategic Capabilities, and on the ability to deploy them with agility.

15:30 – 16:15 Meghan Rowles
Manager, HR Advanced Analytics / PFIZER

The Evolution of Talent Analytics at Pfizer

Formulation of Global Workforce Intelligence team

- Structure and Divisional/Regional support systems
- Evolution along the HR analytics maturity curve and changing the philosophy from reactive to proactive to predictive analytics and reporting
- Bandwidth and technology advances required to build an HR analytics function in-house

Overview of Talent Analytics throughout the employee cycle

- Our top 5 Talent Analytics focus areas & approaches (quality of hire, employee development program analysis, critical talent, management training, employee engagement, succession planning, or turnover analysis)
- Five step analytical approach and research methodology used in each project
- Partnership with clients – focus on a collaborative and consultative approach with a goal of actionable business outcomes

The Future of HR Talent Analytics

- Client openness to technology and automation of reporting allows for additional time devoted to advanced predictive analytical projects and solutions
- Further penetration and connection to HR and Business partners will result in decision making based on data – complex in nature, yet easily understandable due to storytelling and visualizations
- Leveraging internal and external connections – partnering with other like-minded organizations to share analytics concepts and improve outcomes

16:15 – 16:45 *Coffee & Networking*

HOT POINT EXPERT PANEL SESSION

16:45 – 17:30 MAERSK / PFIZER / MERCER / SAP

Lessons learned & insights for Day 2

For this exciting session we explore the most challenging issues that have arisen throughout Day 1 through our panel of speakers. Insights and findings are used to help position the Interactive Roundtable session on Day 2.

17:30 – 17:35 Chairman's Day 1 Round-Up Remarks

2015 Media Partners



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Friday 29th May

08:45 Morning Coffee

TANDEM PRESENTATION

09:00 – 09:50 Stefan Kotkamp
MD Deutsche Bahn Job Service
DEUTSCHE BAHN

Kai Berendes
Managing Director
DDN & DYNAPLAN

Good and Correct SWP – insights and learnings over the last 5 years

Deutsche Bahn runs SWP since 5 years. Together with the experience of the SWP think tank ddn Stefan and Kai will share with you the following topics:

The workforce model

- Defining strategic challenges
- Identifying the right level of details
- The dos and don'ts

The management process

- Managing different planning levels
- Central vs. decentral
- Inside out HR

The business impact at Deutsche Bahn which your company is currently operating

- Identify the key steps in the strategic workforce planning process
- Provide practical recommendations on how to get started, and advice on pitfalls to avoid

09:50 – 10:35 Michael Cox
Head of HR Employee Services/HR Analytics UK & Ireland / NESTLE

Aligning HR Analytics to Business Objectives

- Identifying what matters in your organisation and tailoring your analyses to add value to the business
- Finding the link between business problems and workforce trends to produce valuable recommendations
- How to produce business-focused hypotheses, interpret your results and deliver business-driven insights

10:35 – 11:00 Coffee & Networking

11:00 – 12:00 Simon Constance
Director of HR Advisory
EY (ERNST & YOUNG)

Ralph Keuthan
Director of Workforce Modelling &
Analytics Lead
EY (ERNST & YOUNG)

CHRO & CFO

The relationship between the CHRO and CFO, and their respective teams is changing. More and more they are collaborating on issues such as improving productivity and sales, strategic planning and operating model design, and more incisive cost base reduction programmes. This requires common data, a shared language for identifying opportunities, and new ways of working.

In this session we will look at the keys to success in this area and the analytics and planning frameworks companies working in this way use.

PRACTITIONER LEAD SESSION

12:00 – 12:45 Eric Welburn
Organisational Development
UNIVERSITY OF WESTMINSTER

Jean Harrison
Director OD & Well-being
UNIVERSITY OF WESTMINSTER)

The SWP Journey of University Of Westminster

The University of Westminster has a long history of 175 years as a teaching institution and with an employee headcount of almost 2,000 plus the student population of 20,000 the University faces many of the same challenges facing other higher education institutions. The quest to compete for students, research revenue and increasingly, more enterprise-related revenue streams.

This presentation focuses on the early work undertaken at the University of Westminster in relation to workforce planning and will cover:

- University of Westminster context
- Workforce planning – The strategic imperatives
- Business Planning for People (BPfP) – The project plan
- Analyses
 - Demand / Supply / Gap
- Planning
 - Resourcing / Projected / 'Ideal'
- Recruitment / Projected / 'Ideal'
- Capability development
 - Consolidating BPfP into the annual planning cycle
 - Next steps

12:45 – 14:00 *Networking Lunch*

14:00 – 14:45 Ben Hawley
HRD Organisation, Analytics & Digital / UNILEVER

The Unilever Analytics Roadmap

The roadmap - Ensuring its alignment with existing HR and business processes

- The dilemmas - what to prioritise, what infrastructure to buy/build, governing to build momentum
- The capabilities – enablers to success: the assets, people and skills
- Your partners – aligning with other organisations to answer bigger questions than you can alone

INTERACTIVE DELEGATE ROUND-TABLE

14:45 – 15:45 **Open Forum Interactive Session**

This final session provides a platform for all attendees to pitch their own issues and challenges to both the speakers and the delegate floor. A selection of delegate challenges will be assigned to the roundtables and the findings will be harvested for the final Round-Up and Event Report.

15:45 – 16:00 **Chairman's Round-Up**

16:05 SEMINAR CLOSE

Welcome to the Radisson-Blu Royal Hotel Brussels

Ideally situated in the heart of the city, this hotel in Brussels offers a 360-degree experience that anticipates all guests' needs. Guests can easily access the capital's top cultural attractions, conveniently close to the Grand Place. Tastefully decorated, each of the 281 rooms and suites features Free high-speed, wireless Internet access. Elegant dining and environmentally friendly meeting and event space round out the facilities of the Radisson Blu Royal Hotel, Brussels.



Who Should Attend

VP's and Directors of Human Resources

Heads of Workforce Planning

Heads of Talent Management

Global & Regional Heads of Talent Acquisition

Heads of Strategic Recruitment / Resourcing

Heads of Organisational Development

HR Transformation and other related areas

Previous attendees include

ABN Amro	Brown Forman	ESADE	Metro	Seat
Adidas	BT	Ferrero	Microsoft	Shell
AIG	Cargill	GDF Suez	Munich Re	Siemens
Airbus	Carrefour	GE	National Grid	Smith & Nephew
Allianz	C&C Group	GEA	Nespresso	Solvay
Arla Foods	Cisco	GM	Nestle	Sonaecom
Asda Walmart	Coca Cola	GlaxoSmithKline	NHS	Standard Chartered
Astrazeneca	Continental	Genzyme	Nokia	Swift
Atos Origin	Cooper Industries	Henkel	Novartis	Swisscom
AXA	Daimler	H&M	Novo Nordisk	Telefonica
BAE Systems	Danone	HP	Oracle	Telenor
Barclays	Dell	HSBC	Orange	Tetra-Pak
BASF	Deloitte	IBM	P&G	Thomson
BAT	Deutsche Bank	IE Business School	Pepsico	ThyssenKrupp
Bayer	Deutsche Telekom	ING	Philips	Toyota
Beiersdorf	DHL	J&J	Randstad	UBS
BG Group	Diageo	Linklaters	Reckitt Benckiser	Unilever
BNP Paribas	Diverseo	L'Oreal	Renault	Velcro Europe
Boehringer Ing.	DNV	Mattel	Roca	Vestas
BP	EADS	McDonalds	Roche	Vodafone
Bridgestone	Etisalat	Medtronic	Sanofi Aventis	Whirlpool
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***Join the Evening Networking Dinner on the 28th of May (€69p/person)**

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