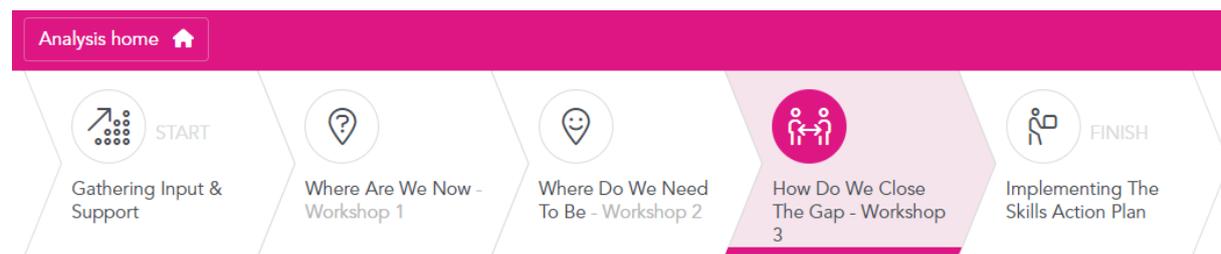


Video Transcript - How Do We Close the Gap (Workshop 3)



- Workshop 3 is all about understanding the size of the gap between where your workforce is and where it needs to be and on building a plan to help you to close that gap.
- Unlike the previous two workshops, it really helps if all of the business representatives at workshop 3 have had the chance to read and input into the write-up from Workshop 2. This is to ensure we are starting from a commonly understood and agreed baseline. Without this, you can find much of the conversation in workshop 3 is at strategic direction rather than action.
- The key attendees at this workshop are your HR or your people subject matter experts and this is where they really earn their stripes! It is critically important that you have experts in recruitment, learning and talent to help identify and shape the solutions required to build the workforce for the future.
- Similar to workshop 2, whilst you can do this workshop in an hour and a half, I would strongly recommend you set aside much longer. This is largely because you don't simply want to be able to identify actions, you also want to be able to have the time to discuss them and work out whether they would work. For example, you might propose an off-the-shelf training programme but then realise that it isn't delivered in a way that would work for the type of colleagues you want to upskill, and you will only find that out through discussion.
- The workshop itself will probably need to be divided into three separate sections:
- **The first section** should be used to check that everyone is comfortable with the summary from Workshop 2 and that everyone understands the future work, the future shape and size of the workforce, the Key Roles that will be impacted and the priority / declining Key Skills. At this juncture it is important to again remind everyone that the numbers used are directional to inform thinking - they are certainly not targets.
- **The second section** should focus on identifying action types to help close the skills gaps. The best way to go about this is to look at each Key Role in turn and to agree collectively what Action Type to apply. I have seen as many as seven different action types, but for the purpose of the toolkit we have focused on five: Build, Buy, Borrow, Retain and Redeploy:
 - 1) **Build Action Type** (Re-skill / Up-skill / Train) - this is divided into Foundation, Intermediate and Advanced to reflect the complexity of training (Foundation training can be done in a week; intermediate training is up to 3 months; Advanced training is 3 months+)
 - 2) **Buy Action Type** (Recruit) - this is any permanent resource that needs to be brought into the workforce from outside, although this can also refer to internal hiring if you have the skills you need but they are simply in a different part of the organisation. This can be the most expensive Action Type and is likely to be used if

a) building the skills takes too long / is too expensive or b) if an immediate injection of different skills is required

- 3) **Borrow Action Type** (Temporary resource / Partners resource /contractors /consultants) - can be more expensive than building internally but faster to onboard than hiring permanent resource. Can be very helpful at providing temporary cover until you have time to build the skills you need internally. Alternatively, can be used as a deliberate strategic decision to deliver non-core activity in a more cost-effective manner
 - 4) **Retain Action Type** - Some employees may already have the skills you need and therefore a retention plan is required to ensure that, whilst you are closing the gaps elsewhere you do not lose those employees that already have the skills you are looking for
 - 5) **Redeploy** - Some employees may be in roles or have skills that aren't needed in the future, may not have the desire or the capability to build the skills you need, or you might need to reduce the overall size of your workforce. It is important to identify these populations early so that you have enough time to support them to be redeployed either to growth roles within the business area (or elsewhere in the organisation) or to help them find a role in another organisation (e.g. by helping them to reskill)
- **The third section** is there to identify the specific actions to support each Action Type. Now you can tackle this in one of two ways: i) repeat the exercise you have just gone through by discussing each Key Role in turn or ii) by tackling each Action Type in turn, discussing potential actions for each. My personal preference is the latter, because you are more likely to identify common actions that can be applied to multiple roles.
 - Where available, the relevant Human Resources Specialist should lead on the relevant Action Type to ensure their expertise and experience is used to identify the right actions to adopt:
 - **HR Learning Specialists** should lead on the 'Build' discussion;
 - **Recruitment Specialists** should lead on the 'Buy' and 'Borrow' discussion (with potential support from Graduate, Apprenticeship and Procurement / Sourcing specialists);
 - **HR Talent Specialists** should lead on 'Retain'; and
 - **HR Redeployment / Restructure Specialists** should lead on 'Redeploy' (albeit HR Recruitment and Learning Specialists will need to be involved in this discussion)
 - In the toolkit you will find a list of suggested actions against each of the 5 Action Types, which should serve as a menu from which you can mix and match actions with guidance of your HR specialists
 - It is important as you discuss each action that you consider the time period and the necessary lead in time e.g. a typical graduate development cycle is 2-3 years meaning it cannot be a short term 'Buy' action
 - Before you leave it is very important that everyone is clear on next steps like with the other workshops
 - You will need to write-up the agreed Action Types and Actions - the templates provided in the toolkit should help you do this.

- There are likely to be some outstanding questions for some of the HR Specialists to take away about particular actions or solutions
- Unlike the previous two workshops, this workshop marks the end of the planning phase. Once you have an agreed action plan, which might still be a number of weeks away, you then move to implementation which is a whole new phase of work. For this you will need a project team, budget and agreed support from HR - all of these will take time to agree and mobilise so agree how to manage those before you leave the workshop.