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The Role of the HR Business Partner in Strategic Workforce Planning



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The Role of the HR Business Partner in Strategic Workforce Planning

Speaker: Jay Helmer
Senior Leader Strategic Workforce Planning
Southern California Edison (SCE)

Moderator: Kellye Whitney
Senior Editorial Director
Workforce magazine

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Tools You Can Use



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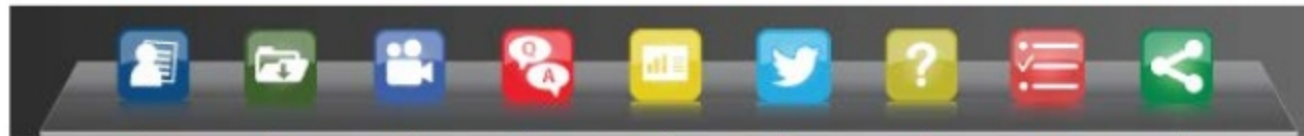
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The role of the HR Business Partner in Strategic Workforce Planning

Jay Helmer

Sr. Program Manager- Strategic Workforce Planning



Southern California Edison (SCE), an Edison International company, is one of the nation's largest investor-owned utilities.

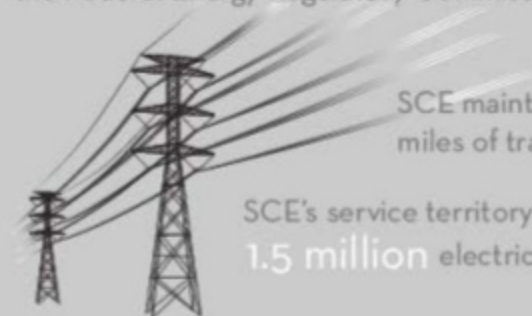


SCE generates about **36%** of the electricity it provides to customers, with the remaining **64%** purchased from independent power producers.

SCE's service territory includes about **430** cities and communities with a total customer base of about **4.9 million** residential and business accounts.

The company serves nearly **14 million** people in a **50,000-square-mile** service area within Central, Coastal and Southern California.

SCE is regulated by the California Public Utilities Commission and the Federal Energy Regulatory Commission.



SCE maintains more than **115,000** miles of transmission lines.

SCE's service territory contains approximately **1.5 million** electricity poles.



Based in Rosemead, Calif., the utility has been providing electric service in the region for more than **120** years.



During the past five years, SCE's energy efficiency programs have helped customers save enough energy to power **1.2 million** homes for a year.



In order to continue powering California's growing population and economy, SCE plans to invest up to **\$20.4 billion** over the next four years expanding and strengthening its electric system infrastructure.



If you were to lay down the wires that makeup SCE's extensive transmission and distribution network end to end, they would traverse the United States approximately

40
times.

SCE was
founded on
July 4, 1887.



In 2012, SCE
handled more than
14 million
phone calls in
7 languages.



In 2012, Edison
employees
donated more
than **240,000**
volunteer hours.



SOUTHERN CALIFORNIA
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An Peek Inside SCE – A Perfect Storm

- Electric demand growth is leveling off
- We have some of the highest electric rates in the nation
- We are facing competition from distributed generation, especially rooftop solar
- Our customer base is contracting – industrial load is down ~33%
- We are closing our nuclear plants after 40 years of safe, reliable service
- We've implemented across the board reorganizations and zero based re-staffing
- We've had multiple large scale force reductions
- And, we are facing a significant retirement bubble

Any one of these actions would unsettle a utility that's been relatively stable for over 100 years, but change on this scale has sent shock waves through the workforce.



Positioning SCE for the Future

- Safe, Reliable and Affordable -

- A strategic refresh is in progress now
- The goal is to develop a strategy that clearly defines the **core business** and **drives down rates** without compromising system safety and reliability
- The workforce implications are not hard to discern





Why We Need WFP - Addressing Business Pressures

To address competing business pressures, we must aggressively manage and sustain the workforce

- Adapt to changes in employer brand
- Large scale reductions, particularly in G&A areas
- Address retirement bubble with strategically correct replacement and development strategies
- Focus on having right skills
- Manage culture change and ensure buy-in from executives through line managers



Audience Poll question

How would you describe your Workforce Planning effort today?

- Very informal or none at all
- Formal and repeatable process
- We want to stand up an effort



Outline

1. Preface- Annual WFP plan
2. HRBP inclusion
3. Gain buy-in for WFP
4. HRBP relationships with SME's and Executives
5. HRBP's anchors in WFP
6. Improved communications
7. Closing call to action



STRATEGIC WORKFORCE PLANNING

R4
RIGHT SKILLS
RIGHT PLACE
RIGHT TIME
RIGHT COST

STRATEGY

DEMAND



SUPPLY

ACTIONS

ROADMAP: STRATEGIC WORKFORCE PLANNING PLAYBOOK

WFP 1.0

WFP 2.0

1. Understand Business Strategy

2. Identify the Capabilities Needed to Execute Business Strategy

3. Diagnose Talent Risks to Business Strategy

4. Develop a Plan to Address Talent Risks and Gaps

5. Track Plan Relevance and Execution

Step 1: Build business leader buy-in for strategic workforce planning.

Step 2: Engage with business leaders to understand strategic objectives.

Step 3: Identify the capabilities most critical for strategy execution.

Step 4: Assess the organization's current capabilities based on strategic needs.

Step 5: Create scenarios to assess how environmental shifts will impact talent needs.

Step 6: Diagnose internal talent availability gaps and surpluses.

Step 7: Identify internal talent alignment gaps.

Step 8: Evaluate internal talent retention risks.

Step 9: Assess external talent supply.

Step 10: Allocate capability investments to fill talent gaps and reduce talent surpluses.

Step 11: Develop a strategy to close prioritized gaps.

Step 12: Identify and manage potential barriers associated with chosen strategies.

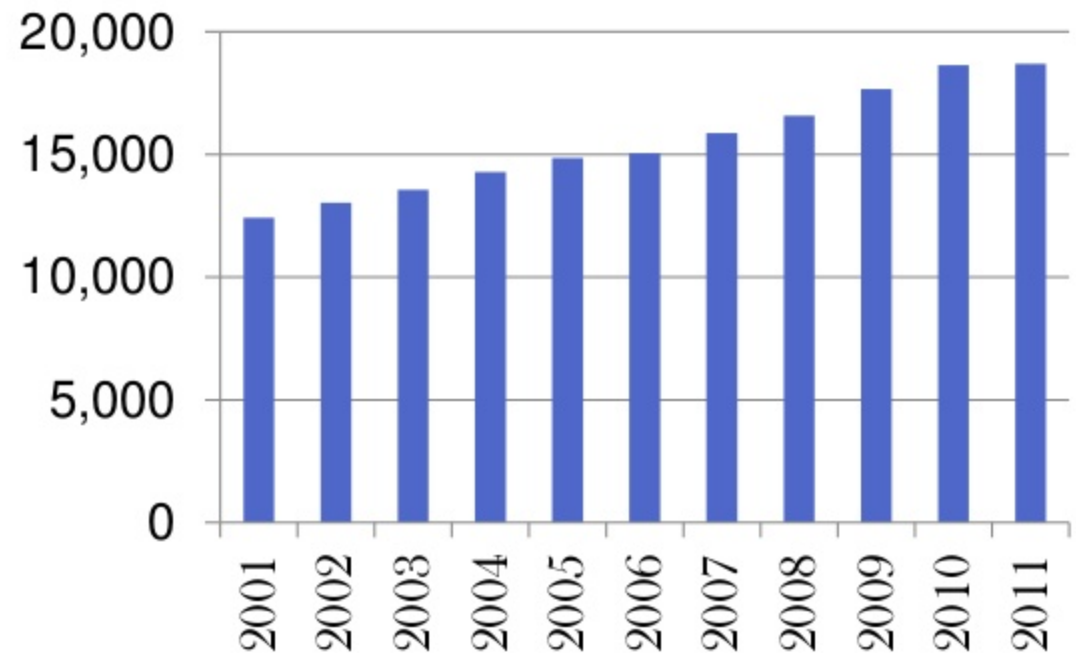
Step 13: Reevaluate the plan on an ongoing basis.

Step 14: Measure and communicate progress toward talent goals.

How We Got Here - SCE Workforce Trends

- Historically, we haven't done a good job managing the size of the workforce
- If the operating units had the budget, they could hire at will
- Unchecked hiring plus low attrition resulted in a 50% headcount increase in 10 years
- The painful course corrections we are now making could have been avoided with better workforce planning

SCE Year End Headcount



Workforce Planning Model at Edison

