

The Future of Workforce: Talent Management in 2020

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Work has changed

WHO



WHERE



HOW



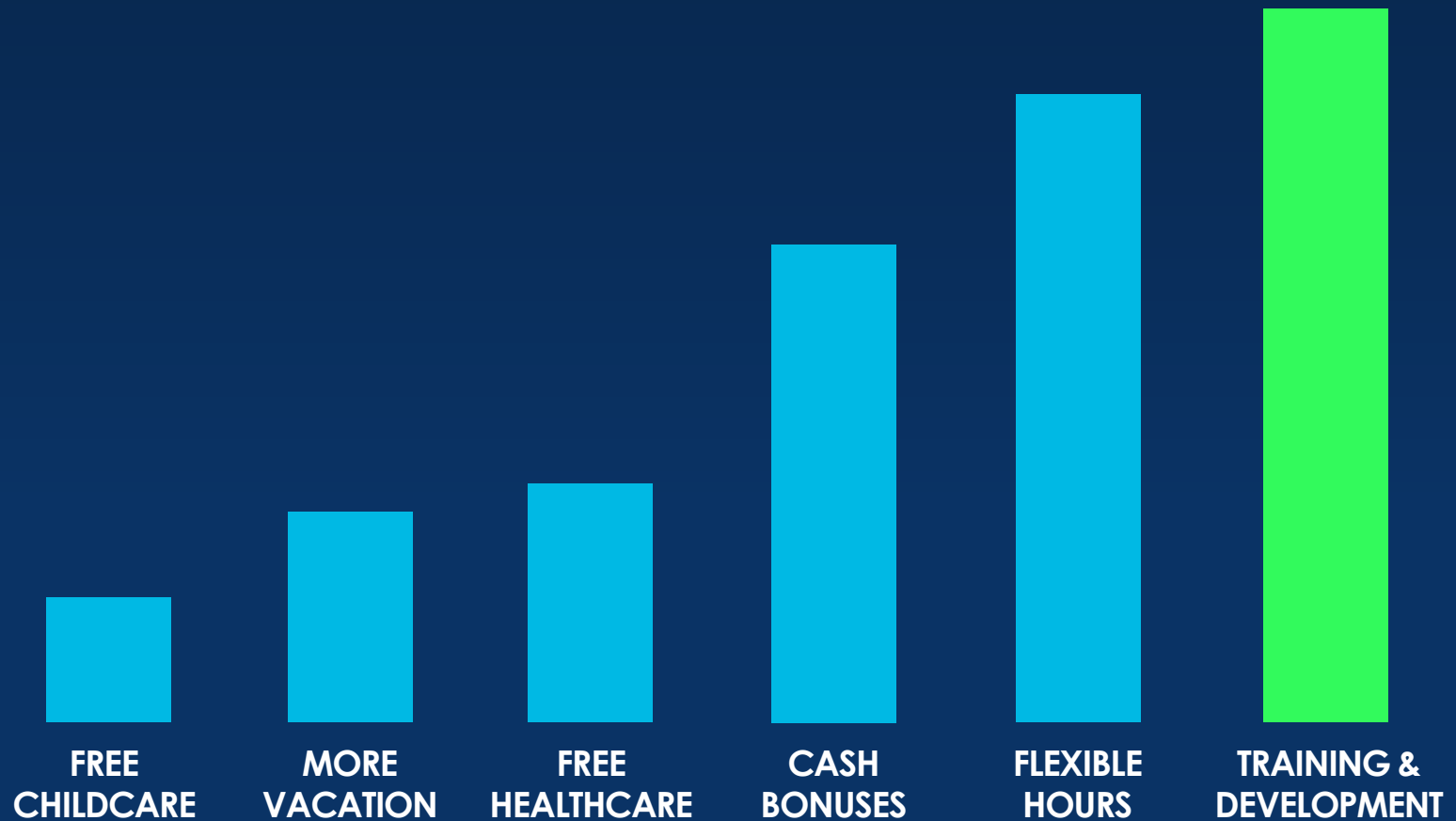
WHAT



WHEN



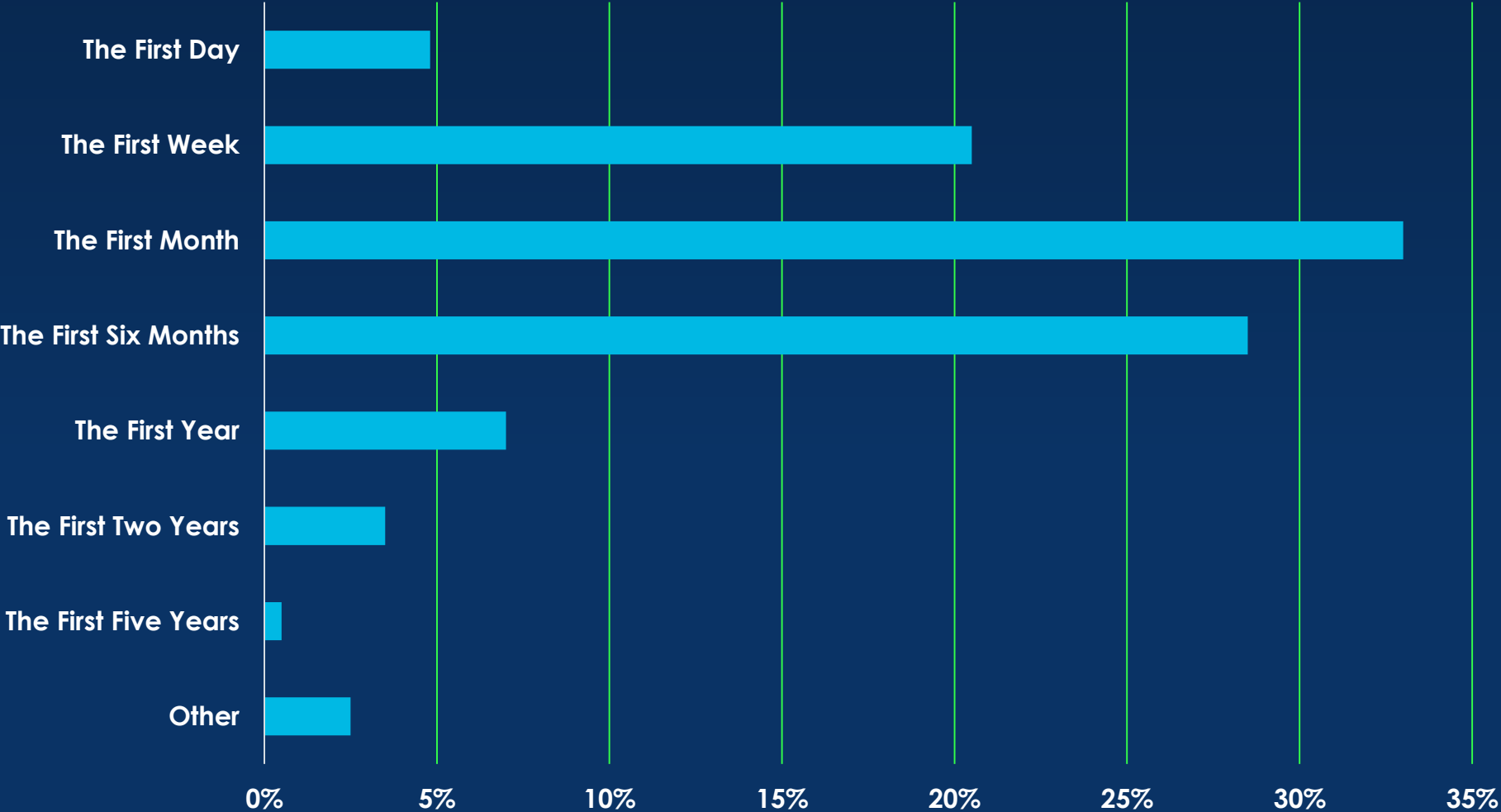
Demands of the New Workforce



Today's Workforce

- On average, **10,000 baby boomers** retire every day.
- Last year, more than **48 million** people changed jobs.
- **75%** of employed Americans are currently **looking for jobs**.
- More than **half of 18-44 year olds** are looking for a job with a organization that offers **flexible work options**.
- **30% of employees** consider **job growth** a major factor when **considering a job** offer.
- **40% of new employees** say organization **morale is not** what they expected.
- **Fewer than 1 in 3** American workers are committed to the success of their organization and are engaged in their work.
- In 42% of cases, **high performing** employees are **less engaged** than the low performers.
- **46%** of employees believe **diversity** makes a workplace **better**.

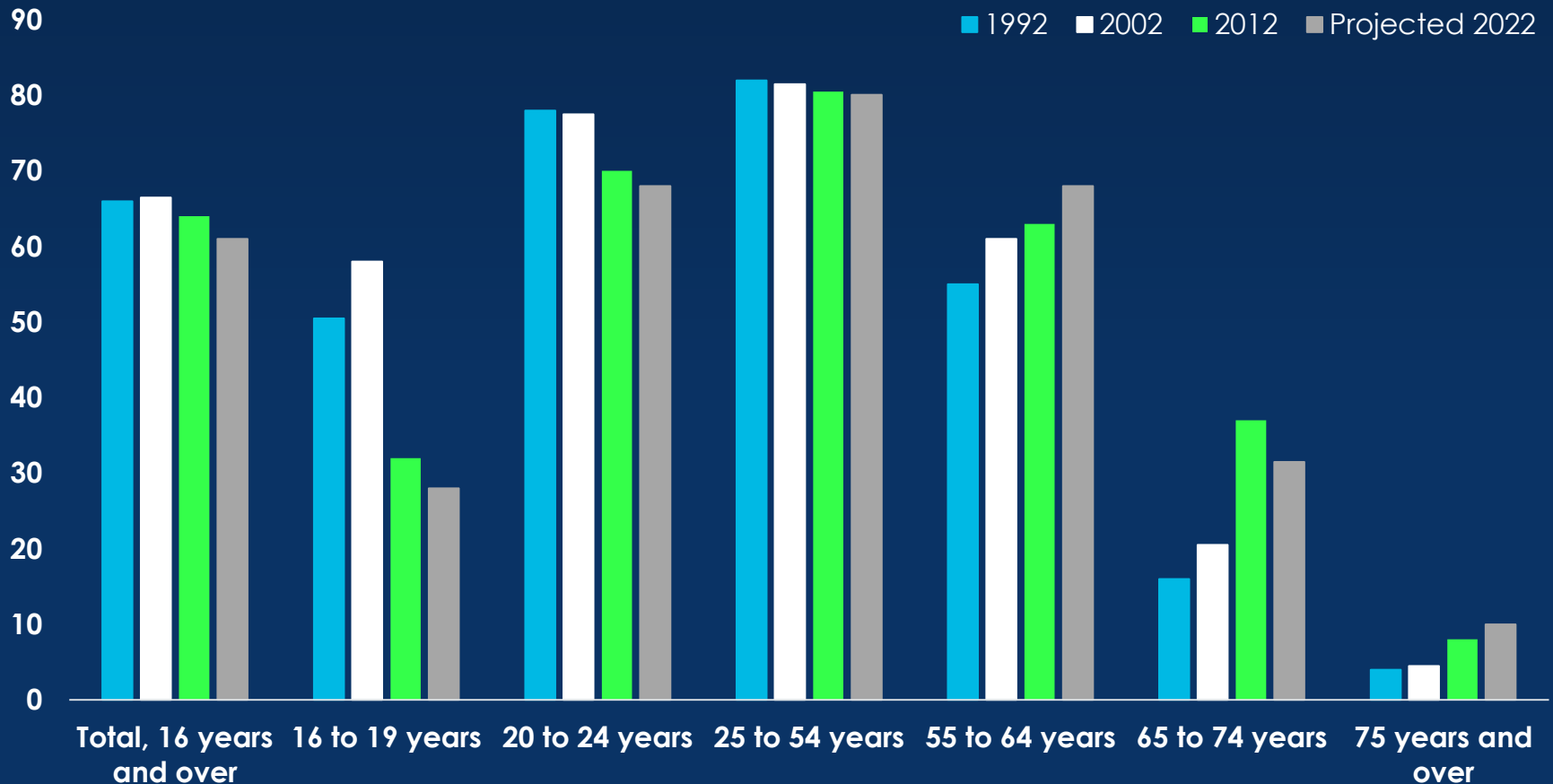
Timeframe an Employee Makes a Decision to Leave



Who is the Future
Workforce of 2020?

Labor Force Participation Rates

Labor force participation rates in 1992, 2002, 2012, and projected 2022, by age.



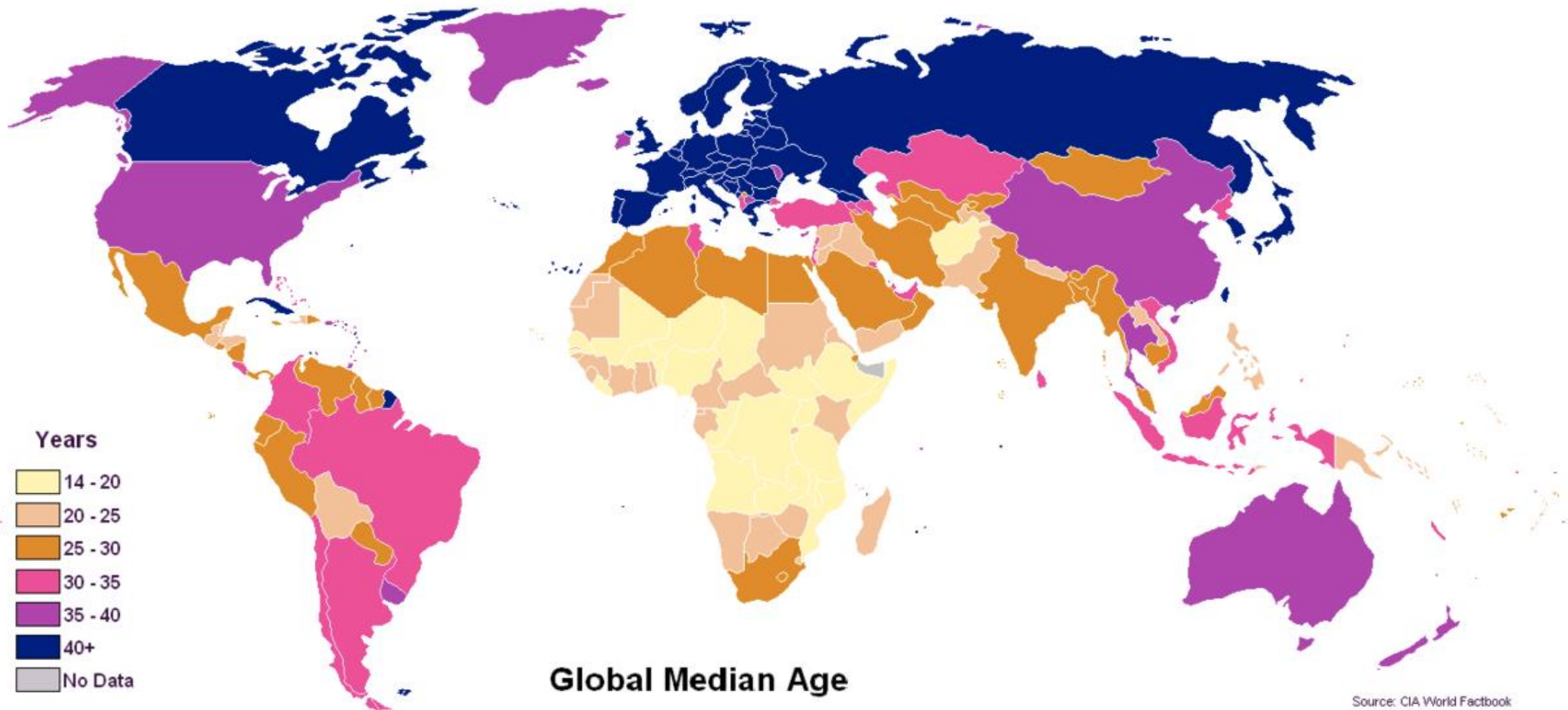
Generation Y

Millennials

Next Generation

50% OF WORLD POPULATION IS
UNDER 30 YEARS OLD

...whatever





50% OF HR DEPARTMENTS HAVE
NOT ADJUSTED RECRUITING
IN LAST 3-5 YEARS

Are You Ready?

The simply irresistible organization®

What we have learned: Five elements drive engagement



Meaningful work	Hands-on management	Positive work environment	Growth opportunity
Autonomy	Clear, transparent goals	Flexible work environment	Training and support on the job
Select to fit	Coaching	Humanistic workplace	Facilitated talent mobility
Small, empowered teams	Invest in management development	Culture of recognition	Self-directed, dynamic learning
Time for slack	Modern performance management	Inclusive, diverse work environment	High-impact learning culture
A focus on simplicity			

Graphic: Deloitte University Press | DUPress.com

The Future of Workforce is Fundamentally Different

Technology Native

Globalized Reach

Expectation of
Information

Top Federal Government Talent Strategy Objectives

- Continual need to **hire and train a diverse workforce**
- **Attract and retain millennials** as baby boomers enter retirement
- **Improve knowledge transfer** from experienced to younger employees
- **Establish focus and accountability**, resulting in clear correlation of the impact of talent on agencies and their respective domain
- **Ensure 100% workforce compliance** with Federal Government requirements
- **Motivate and reward employees** to work with passion and **achieve operational excellence**
- **Effective succession planning** for career development and administration continually

Factors that link culture and engagement



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HR 2017—Bersin by Deloitte predictions for the year ahead



Social Media, Networking & More

Social is Global

- Emerging markets remain more active on social networks compared to developed nations
- 80% of YouTube traffic is non-US
- There are more than 100 million Facebook users in India alone
- Globally – South Africa had the highest proportion of active Facebook users at 68%

Our Society is Social

Every Month There Are:

- 1.28 billion on Facebook
- 1 billion on YouTube
- 550 million on Twitter
- 200 million on Instagram
- 187 million on LinkedIn
- 40 million on Pinterest



Our Organizations Aren't...

Inc 500 Usage of Social

 **81%**

 **67%**

 **67%**

Candidate Experience

On boarding

Recruiting

Succession Planning

Sourcing

Referral Programs

Team Building

Employment Branding

Employee Engagement

SOCIAL IN HR?

Retention

Rewards

Recognition

Hi-Po Identification

Alumni Programs

Learning

International

Wellness

Social Collaboration

Competitive Intelligence

Personal Development

A group of people in a meeting, with one person holding a smartphone. The image is overlaid with a dark blue filter.

MOBILE.

It is no longer about the phone.

The Overwhelmed Employee

The “average” US worker now spends **25%** of their day reading or answering emails

The average mobile phone user checks their device **150 times a day.**

More than **80%** of all companies rate their business “highly complex” or “complex” for employees.

40% of the US population believes it is impossible to succeed at work and have a balanced family life.

Fewer than **16%** of companies have a program to “simplify work” or help employees deal with stress.

The “average” US worker works **47 hours** and 49% work 50 hours or more per week, with 20% at 60+ hours per week

Sources: Deloitte Human Capital Trends 2014 and 2015

Mobile Extends to Video

- YouTube has more than 6 billion minutes of video watched each month by 1 billion unique visitors
- Global Phenomenon – 80% of videos are watched by non US traffic
- According to Nielsen, YouTube reaches more young adults (18-34) than any cable network
- 40% of the views globally are via smart phone/mobile device

Future Workforce are Mobile Natives

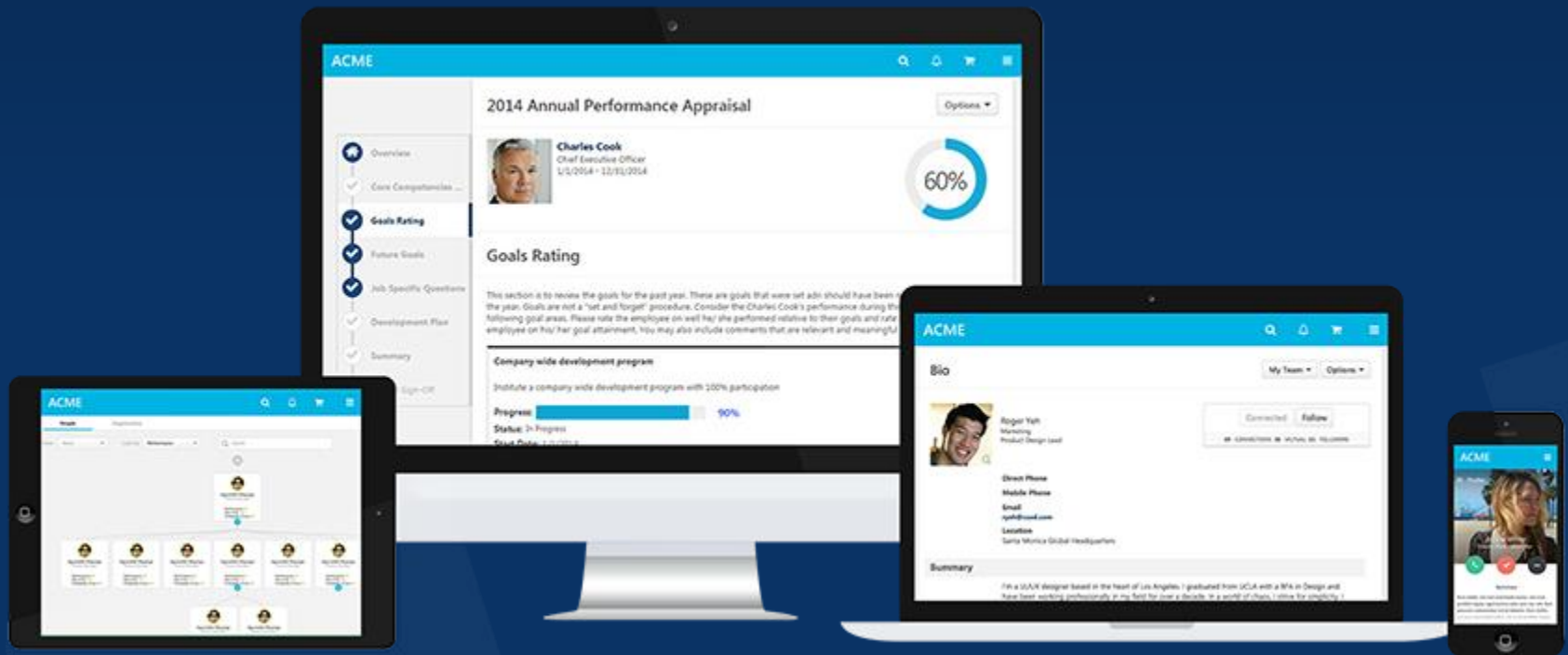
- 48% of America children 6-12 wanted an iPad for Christmas
- 75% of 12-17 year olds now own cell phones
- Among student tablet owners, 76% said tablets help students perform better in class

Mobile Crosses Generations

- Boomers are fastest growing user group of mobile devices
- Seniors are right behind them
- 27% of Seniors have a tablet or e-reader
- 17% of Seniors have a smart phone

What this Means for Talent Management

- Personalized experience
- Ease of access
- Location & flexible workforce
- Learning on demand



Sourcing Recruiting Onboarding Succession Planning
Employment Branding Recruiting Candidate Experience Managing Employee Engagement Team Building

IT ALL HAS TO WORK TOGETHER

New Work Structures New types of "Employee"

Social Collaboration Mentorship Hi-Po Identification Re-Recruiting
Developing Retaining
Learning Personal Development Internal Referral Programs Analytics

Talent Acquisition

Sourcing

- Be proactive at identifying needs, availability and creating pipelines of talent

Recruiting

- Adopt consumer style strategy for marketing and engagement – talent shortages for good candidates never go away

Employment Branding

- Look at position & candidates for skill sets vs titles

Candidate Experience



Talent Management

Re-Recruiting

**Succession
Planning**

**Employee
Engagement**

Rewarding

Team Building

- Engage & recruit from current & former talent starting Day1
- Identify skills gaps on teams as well as worker interest to develop talent internally to meet needs for growth
- Feedback, Feedback, Feedback

keep
learning.

Developing Talent

Learning

- Self directed learning opportunities

Social Collaboration

- Allow workers to develop their own ascension plans to work off for training

Mentorship

- Strong mentorship programs with retiring workforce – including interesting job share arrangements

Personal Development

Talent Retention

Retain Talent

Internal Referrals

Hi-Po Identification

Create Fans

- Find who is vulnerable to attrition – Watch trends with certain roles, departments and leaders
- Create a culture of retention – referrals, engagement, retirement mentor programs
- Identify high potential workers and fast track them

Final Thoughts

- Recognize that employees are in the driver's seat!
- Become comfortable with the shift from push to pull
- Use design thinking
- Use technology to drive employee-centric learning and doing!
- Realign and reengage
- Adopt an architecture that supports an expanded vision for development
- Adopt an architecture that supports continuous learning

Deloitte's 2016 Human Capital Trends

Thank You!

