



ENTERPRISE LEVEL PROJECTS

Workforce of the Future: Design and Facilitation Visioning Phase

Services Provided: Strategy Development and Implementation

The Challenge: Like most employers, Georgia Tech faces a number of talent challenges in the future. Talent challenges include impending retirements of key leaders, new technologies requiring new skills, multiple generations in the workplace, and changing ways of delivering education and learner support. All this will impact the talent needs of the Institute and our ability to achieve our strategic goals. Georgia Tech needs to be ready for these changes and adapt our approach to hiring, developing, and engaging our faculty and staff. This project started in 2014 and focused primarily on integration of millennials into the workplace. In 2015, the focus was redirected to create a talent strategy that would consider the work, worker, and workplace factors. This talent strategy would include a clearly defined vision for the future, an analysis of the gaps between the vision and the Institute's current reality, and create a roadmap to be ready at five-year intervals with an outlook to 2035.

GTSC Contributions: GTSC realigned the project, reengaged the steering committee, and completed an extensive collection, review, and analysis of multiple points of data. That analysis included an extensive literature review of the expected changes in workplaces across industries as well as in the higher education landscape and engaged numerous stakeholders in providing perspectives about what the Institute should aspire towards as we look to the workforce of 2035. Stakeholders engaged for new ideas and perspectives included:

- Current high school students who will be in the workforce in 2035
- A task force of more than 50 internal people from a range of functions and roles
- The Georgia Tech Advisory Board
- Groups across Georgia Tech including HR and Facilities Management Operations and Maintenance

Impact/Value/Outcome: From this first phase, Georgia Tech now has a clear definition of the culture, conditions, and capabilities that we need to be ready for the Workforce of 2035. The feedback from senior leaders and other key stakeholders was consistently positive. In an assessment of the major task force meeting, 100% of the participants felt the campus-wide task force meeting was effective.

The vision document created in this phase provides an essential anchor for developing an action plan that is focused on the most relevant and important priorities for the Institute. The vision includes 5 areas of focus as we move to the next phases of assessment and roadmap development: interdisciplinary/inter-organizational collaboration, technologically enabled/leveraged, flexibility in how/where work is done, knowledge transfer, and diversity and inclusion.