

HR's Seat In The Strategic Planning Process

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Vice President, Human Resources



Agenda

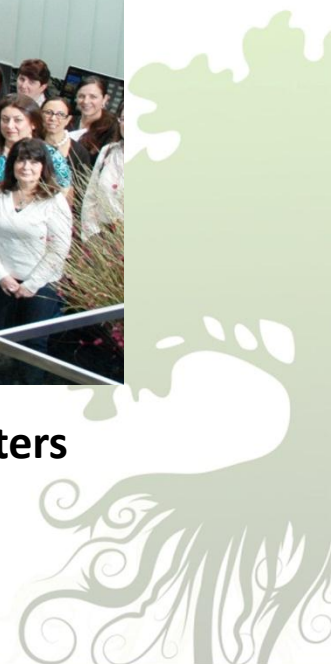
1. About LANGAN
2. Strategic Planning Process
3. Strategic Planning Components
4. HR's Role in the Strategic Planning Process
5. HR Leadership Contribution



LANGAN Engineering & Environmental Services, Inc.



Founded 1970 / Employee Population 975 / NJ Corporate Headquarters



SERVICES

Site/Civil Engineering
Geotechnical Engineering
Environmental Engineering
Traffic & Transportation
Surveying & 3D Scanning/BIM
Data Management & Visualization
Landscape Architecture + Planning
Natural Resources & Permitting
Earthquake Engineering
Sustainable Design

MARKETS

Airports
Brownfield Redevelopment
Colleges & Universities
Design-Build
Energy & Utilities
Environmental Compliance
Environmental Remediation
Federal & Public Works
High Rise
Hospitals & Healthcare
Infrastructure
Industrial, Manufacturing & Warehouse
K-12 Schools
Master Planning
Mission Critical & Datacenters
Mixed-Use
Petroleum & Chemical
Pharmaceutical
Residential
Resorts, Hospitality & Casinos
Retail
Stadium & Arena
Traffic & Transportation
Waterfront & Marine

LANGAN Offices

Nationwide Footprint. International Reach.

Elmwood Park, NJ
New York, NY
White Plains, NY
New Haven, CT
Lawrenceville, NJ
Philadelphia, PA
Doylestown, PA
Bethlehem, PA
Pittsburgh, PA
Washington, DC
Arlington, VA
Miami, FL
Fort Lauderdale, FL



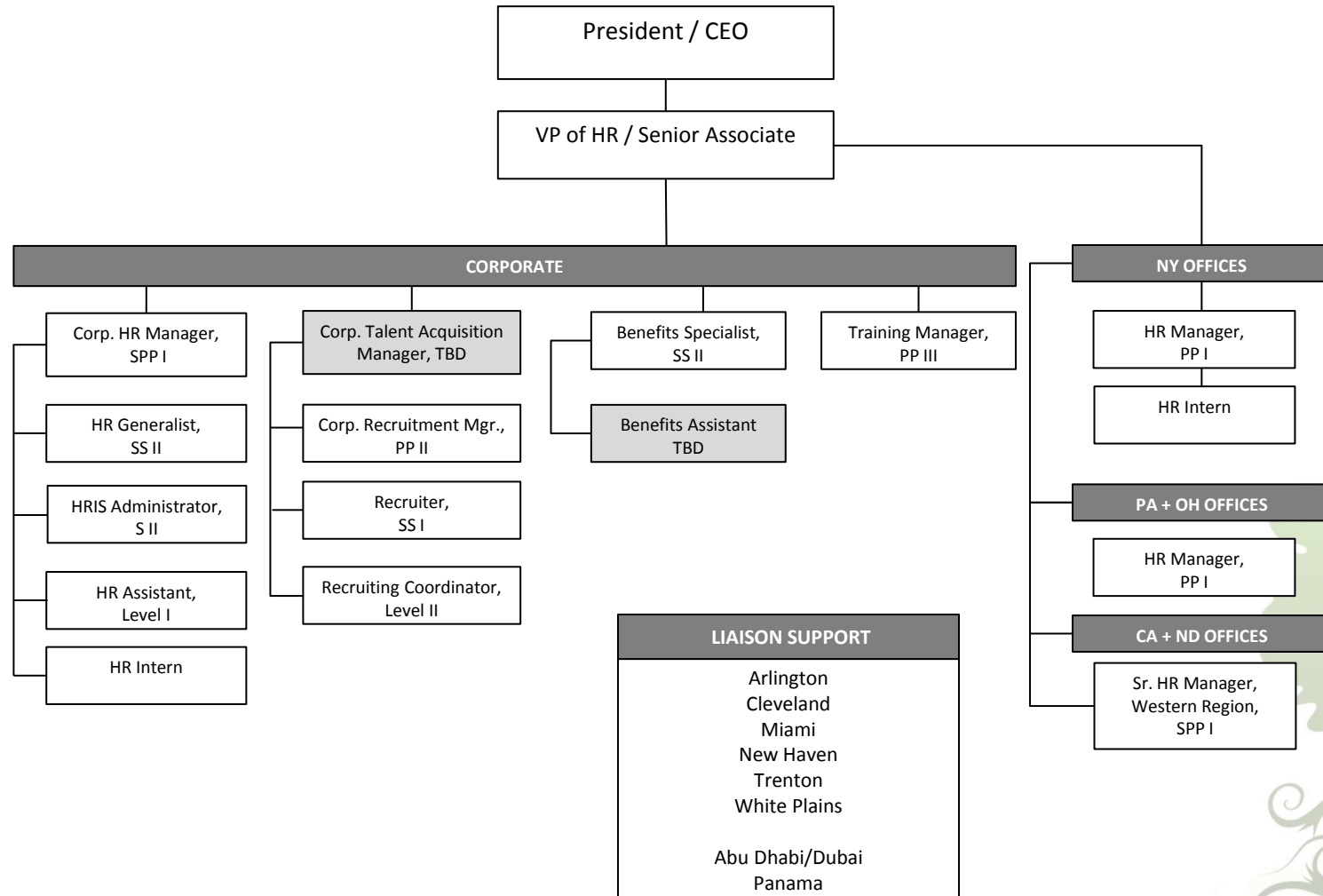
San Francisco, CA
Oakland, CA
San Jose, CA
Sacramento, CA
Irvine, CA
Bismarck, ND
Cleveland, OH
Houston, TX
Abu Dhabi, UAE
Athens, Greece
Dubai, UAE
Doha, Qatar
Istanbul, Turkey
Panama City, Panama

27 Offices / 11 US States / 7 Countries



Organizational Chart

HUMAN RESOURCES



Strategic Planning Process

Key Questions:

- What is our current state?
- What is our desired future state?
- Where are our gaps?
- What are our resources?
- How do we get to our desired future state?



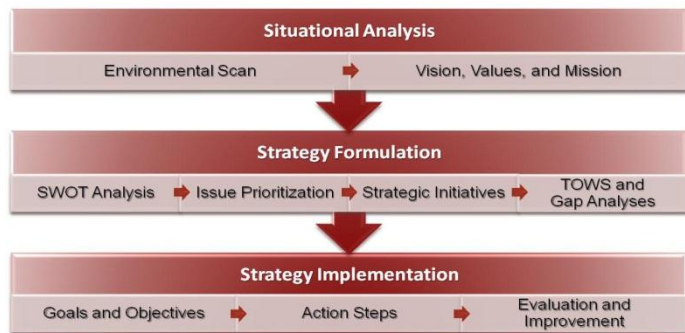
Strategic Planning Participants

- Facilitator
 - Knowledge Expert
 - Project Manager
- Core SP Team
- SP Design Team
- Focus Groups
- Survey Participants
- Meeting Participants

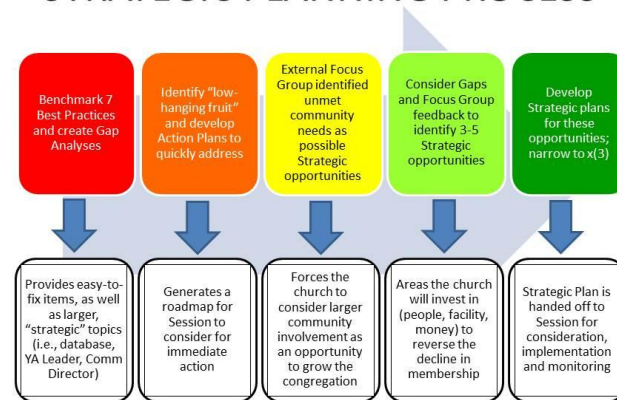


Strategic Planning Process Models

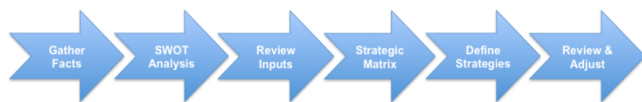
Strategic Planning Process Diagram



STRATEGIC PLANNING PROCESS

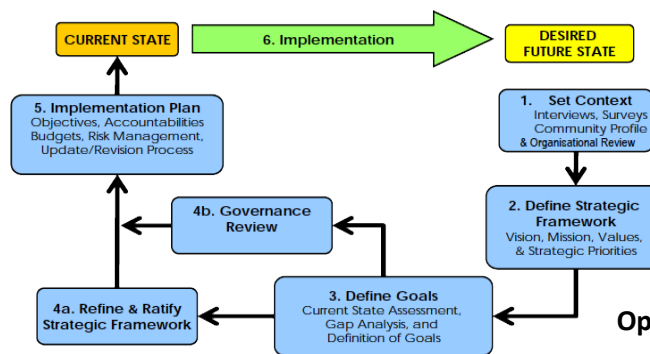


Strategic Plan Process

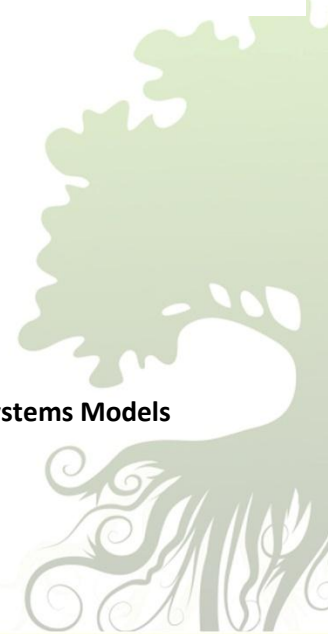


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|--|--|--|--|---|--|
| <p>Gather Inputs</p> <ul style="list-style-type: none"> From all Stakeholders Customer analysis Competitor analysis Industry analysis Environmental Company performance Company strategies | <p>SWOT Analysis</p> <ul style="list-style-type: none"> External Analysis Opportunities Threats Internal Analysis Strengths Weaknesses Strategic Questions Strategic Issues | <p>Review Inputs</p> <ul style="list-style-type: none"> All Stakeholders Review Inputs Review SWOT Analysis Define 3-4 key statements | <p>Strategic Matrix</p> <ul style="list-style-type: none"> All Stakeholders Define Strategies to address SWOT combinations: Opportunities vs Strengths Opportunities vs Weaknesses Threats vs Strengths Threats vs Weaknesses | <p>Define Strategies</p> <ul style="list-style-type: none"> Objectives Key Strategies Short and Long Term Goals Operational Plans Adjust as necessary | <p>Final Reviews</p> <ul style="list-style-type: none"> All Stakeholders Review Strategies Review Goals Review Plans Adjust as necessary |
|--|--|--|--|---|--|

Strategic Planning Process



Open Systems Models



Strategic Planning Process Steps



Strategic Planning Definitions

- **Mission**

The organization's reason for being – “Purpose”

- **Vision**

Description of an organization's ideal future state

- **Values**

Small set of guiding principles that are used, demonstrated, and ‘lived by’ on a regular basis



Strategic Planning Definitions

- **Overarching Strategic Goals**

Goals for a specific planning timeframe – that set major direction for change to occur in that timeframe

Example: Achieve and maintain balanced and sustainable growth

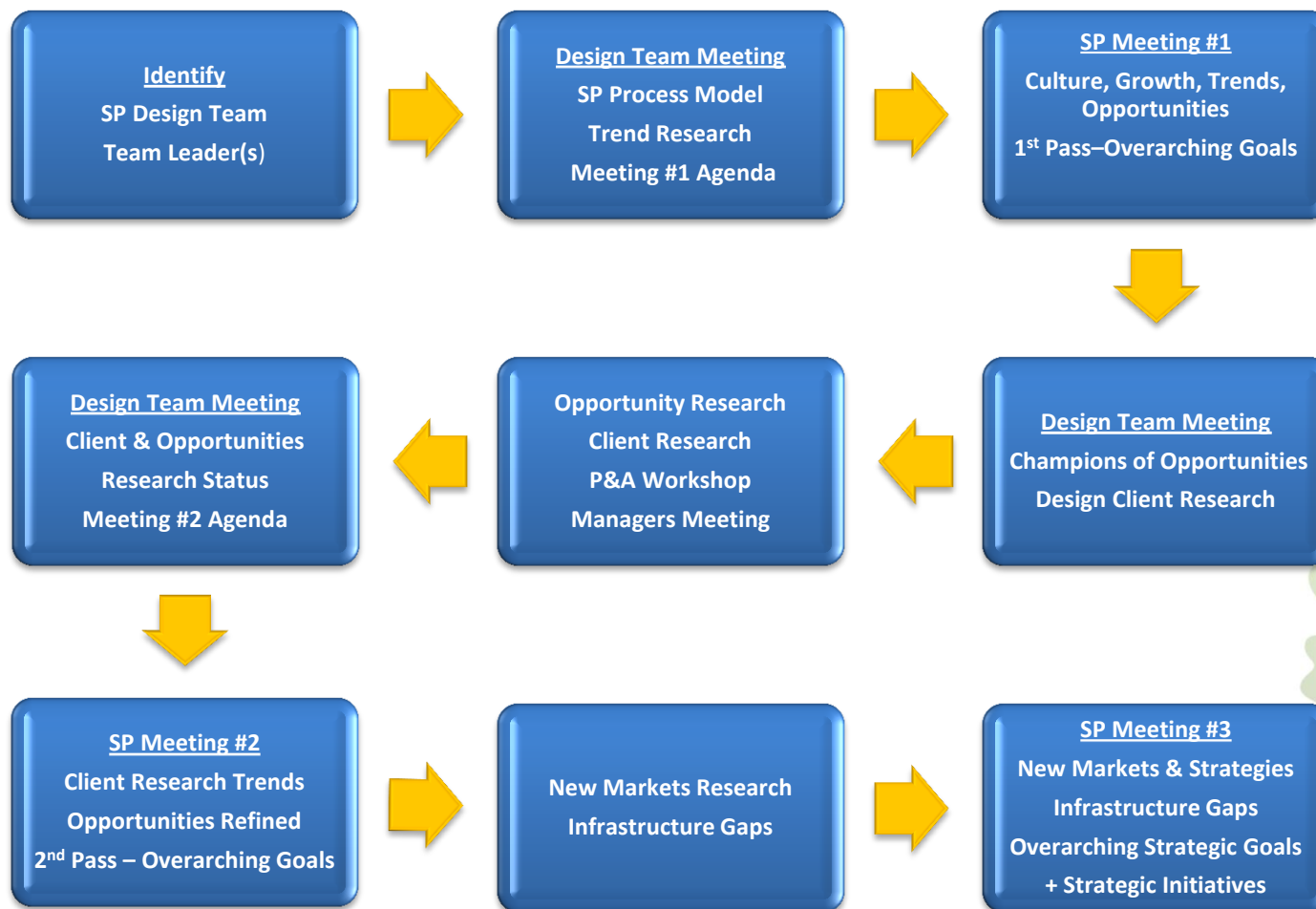
- **Strategic Initiatives**

More specific goals within the planning timeframe that support the overarching strategic goals

Examples: Expand our market diversity
Expand our national footprint



Langan's Strategic Planning Process



Strategic Planning Components



Strategic Planning Components



HR Strategic Planning Components





➤ Culture

- Mission
- Vision
- Values
- Organizational Leadership
- Organizational Design
- Guiding Organizational Behaviors

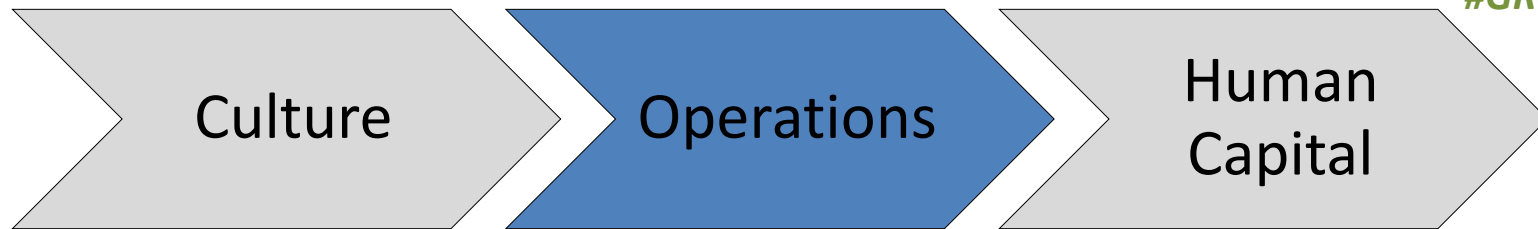
Mission Statement

Our mission is to contribute to the success of our clients by providing an unmatched combination of our people's technical excellence, practical experience, and responsiveness.



Vision Statement

Our vision is to be recognized by our clients, employees, and competition as being “the best” engineering and environmental consulting firm. To be “the best” we will hire only people who can demonstrate the potential to grow; constantly seek to transfer our values and technical knowledge internally; relentlessly pursue improvement in the quality of our work; and know our clients and their needs better than any other firm in our field.



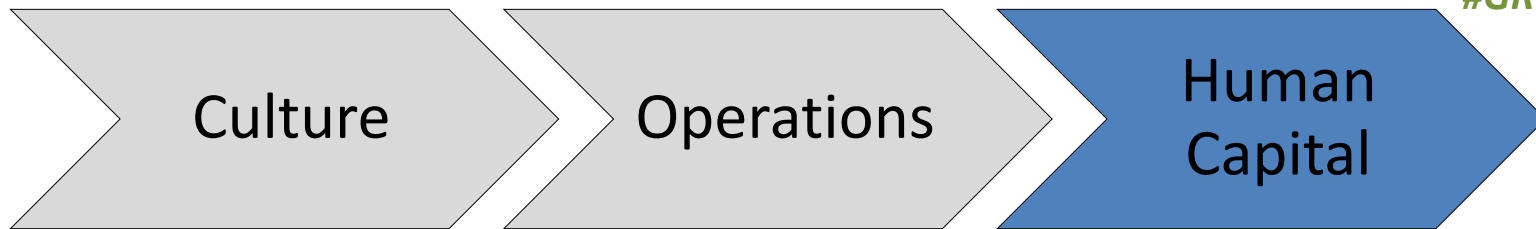
➤ Operations

- Business Development/Marketing
- Budget & Chargeability
- Project Management
- Human Resource Management
- Technology Infrastructure
- Policies & Procedures



COMPLIANCE





➤ Human Capital

- Staffing
- Diversity
- Performance Management
- Training & Development
- Succession Planning
- Retention



HR's Role in Strategic Planning Design

- Partnered with Consultant
- Evaluated Prior Strategic Planning Models
 - likes/dislikes
- Identified SP Design Team
 - hierarchy/discipline vs. innovative/forward thinking
- Identified SP Design Team Leaders
- Designed the SP Process



HR's Role in Strategic Planning Design

- Meeting Agendas
- Meeting – Attendees
 - Meeting #1 – discipline/department leads
 - Meeting #2 – market leaders/innovative & forward thinking
 - Meeting #3 – blend
- Meeting Assignments
- Communications



HR Leadership Contribution

- Dual Role
 - Partner – Planning & Design
 - Participant
 - Unique Perspective
 - ✓ Global View
 - ✓ Integrator
 - ✓ Cultural Fluency
 - ✓ Unbiased
 - ✓ Futurist



Strategic Planning Process Continues

- Strategic Planning Meeting #2
- Design Team Meeting
- Research Assignments
- Strategic Planning Meeting #3
- Communication
- Implementation
- Status Checks
- Evaluation



HR's Seat In The Strategic Planning Process

Questions?

