

An aerial photograph of a vast landscape. In the foreground, there are large, smooth sand dunes with a warm, golden-orange hue, suggesting a sunset or sunrise. A small white SUV is driving on a path on the right side of the dunes. In the middle ground, there is a lush green savanna with scattered trees and bushes. The background shows a flat, open plain extending to the horizon under a clear sky.

*Temporary
co-driver*

E-booklet Workforce Management and Analytics

Understanding the increasing strategic relevance of Workforce Management and Analytics

Introduction



“**Workforce Management** aims to provide the

- _ right quantity of people,
- _ with the right skills,
- _ at the right time,
- _ at the right place

for a company (or an organization). One **important aspect** of Workforce Management is **Workforce Analytics**, which provides **data-driven insights** to optimally match the **workforce strategy** with the overall **business strategy**.

This enables the HR function to make sustainable, **fact-based decisions** about the required **talent at the moment** and **in the future** in order to **improve people performance** and therefore **business performance** in an organization.

This can be achieved by analyzing people data using statistical methods and respective “planning and analytics” software applications, in order to make better workforce decisions. Therefore “**Workforce Management and Analytics**” becomes more and more a **key strategic** function for companies.”

Workforce Management & Analytics

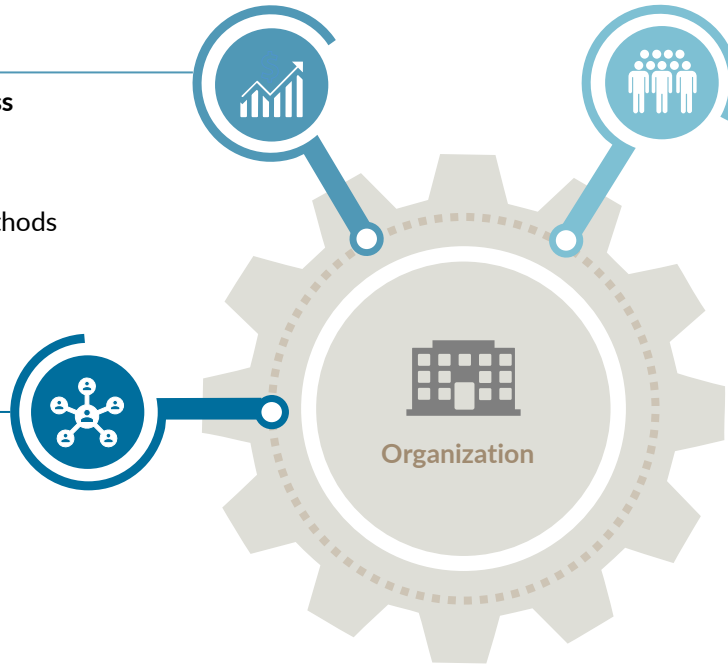
Workforce Management & Analytics activities are usually conducted in different departments of an organization

CFO Department

- _ Owner of the **planning process**
- _ Planning of personnel costs
- _ **Budget allocation**
- _ Planning instruments and methods

Business

- _ Definition of bottom-up **workforce requirements**
- _ Implementation of workforce related top-down requirements



HR Department

- _ Planning of **strategic workforce requirements** (quantitative and qualitative)
- _ Planning of **personnel costs**
- _ Workforce cost analysis
- _ Other **workforce** related **analyses**
- _ Employee life cycle management
- _ Learning and development

Several trends increase the strategic importance of Workforce Management & Analytics



Trends

- _ Shift from analysis on an individual level to workforce analysis/ pattern recognition
- _ **Real-time analysis/** planning/ simulation
- _ IT-driven forecasting (i.a. through KI)
- _ Development of the **Workforce Management & Analytics (WMA) strategy** based on the overall corporate strategy
- _ **Increasing standardization** activities on a global level (ISO) in the area of HR Management with a WMA focus:
 - > 5 standards in the WMA context already published
 - > 5 standards in the WMA context under development

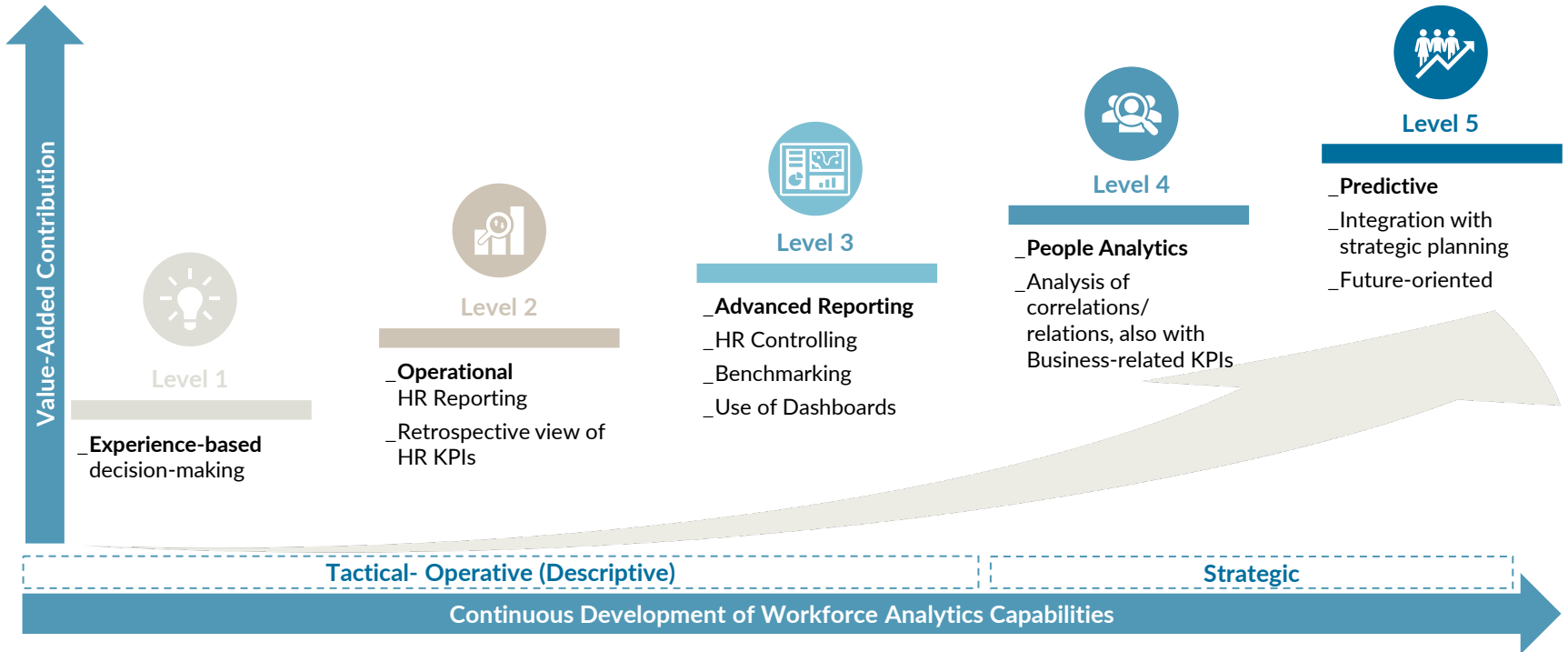


Benefits

- _ **Increased business agility:** faster and higher quality decision-making in the workforce context
- _ **Increased workforce productivity**
- _ Competitive advantages
- _ Improvement in the implementation of the corporate strategy

Workforce Management & Analytics

The journey to a high Workforce Analytics maturity level requires the continuous development of Workforce Analytics Capabilities



Workforce Management & Analytics

The increasing strategic relevance of Workforce Management & Analytics requires a corresponding organizational positioning

Ownership of Workforce Data

- _ The **ownership** of workforce related data lies within the **HR department**
- _ HR is responsible to ensure **completeness, correctness and up to date workforce data**
- _ Therefore, HR delivers the data base for Workforce Management & Analytics activities

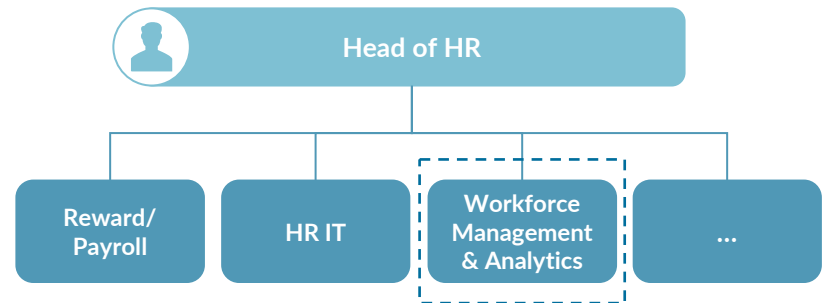
Strategic importance of WMA

- _ Starting point is the **overall business strategy** that describes a future state of the company/ organization
- _ Based on the business strategy, a detailed **workforce strategy** has to be derived, meaning the required **quantitative and qualitative workforce** for achieving the strategic target state
- _ The current state of workforce in terms of quantity and quality sets the basis for planning and achieving the target state of the workforce
- _ Workforce Management & Analytics is **transforming** the workforce from its **current state** to the **target state**
- _ This makes WMA a key success factor in corporate strategy

Organizational positioning of WMA

- _ As the HR function is responsible for workforce data, **WMA** should be **allocated** within the **HR function**
- _ The high strategic relevance of the WMA function for the delivery of the corporate strategy requires a **corresponding organizational positioning** within the HR function

Illustrative



Specific Project Examples



Project Example 1: “Workforce Planning & Analytics“ Program



Project Topic

The objective of the Workforce Planning & Analytics Program is to enable HR to make data-driven decisions by using Analytics and Planning tools.



Industry

Financial Services



Contact Person

NN (on request)



Customer

NN (on request)

Project Content

- _ Development and creation of a concept for the Program organization, project plan and management of milestones, meetings etc.
- _ Content and methodology support for key projects within the program
- _ Conception of a program governance
- _ Planning of workstreams and subprojects
- _ Setup of the Program Management Office
- _ Content support and monitoring of a RfP process to select an external vendor for an analytics and planning platform
- _ Update of the existing analytics tools and infrastructure to enable the HR function to perform predictive analytics and improved organizational planning
- _ Support in the development of a communication plan to create transparency about data usage and to continuously improve strategic decisions in HR

Project Example 2: “Workforce Management Enablement” Project



Project Topic

The Workforce Management Enablement Project has the following objectives:

- _ Creation of enhanced processes/controls to develop mature Workforce Management capability
- _ Provide the basis for a structured approach to redeployment and internal career mobility



Industry

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NN (on request)



Customer

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Project Content

- _ Set up of position led planning/streamlined governance to adjust target workforce
- _ Introduction of a bank wide Profession & Role framework
- _ Creation of forecasting tools/predictive analytics incl. systematic linking of FTE and costs
- _ Development of WFM analytics, reporting and dashboards with self service access
- _ Introduction of systemic ‘Talent Matching’ tools/processes to maximize redeployment
- _ Implementation support for organizational design principles in infrastructure functions
- _ Set-Up of the project organization, project plan and management of milestones, meetings etc.
- _ Preparation of adequate project presentations for all relevant stakeholder groups

Your contact at 4C GROUP

Please contact me for further discussions.



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