

# *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

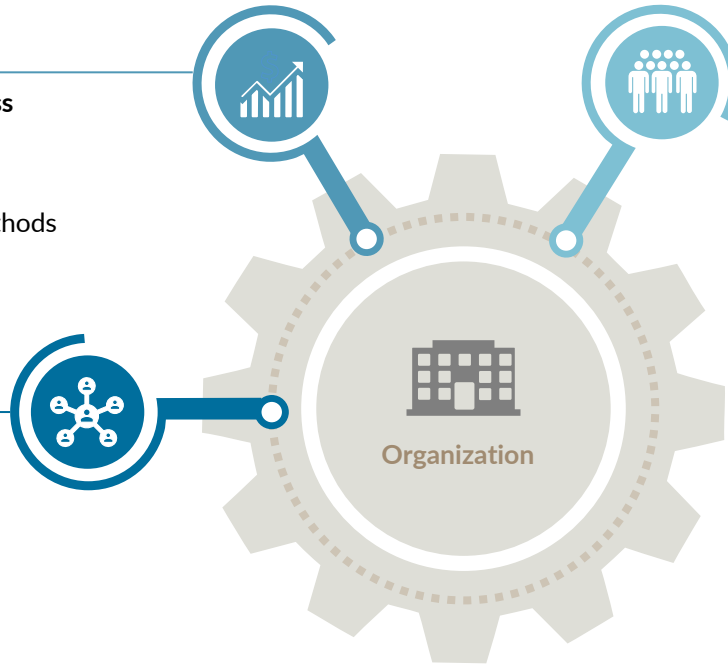
- \_ Owner of the **planning process**
- \_ Planning of personnel costs
- \_ **Budget allocation**
- \_ Planning instruments and methods

### 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

### Business

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



### 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

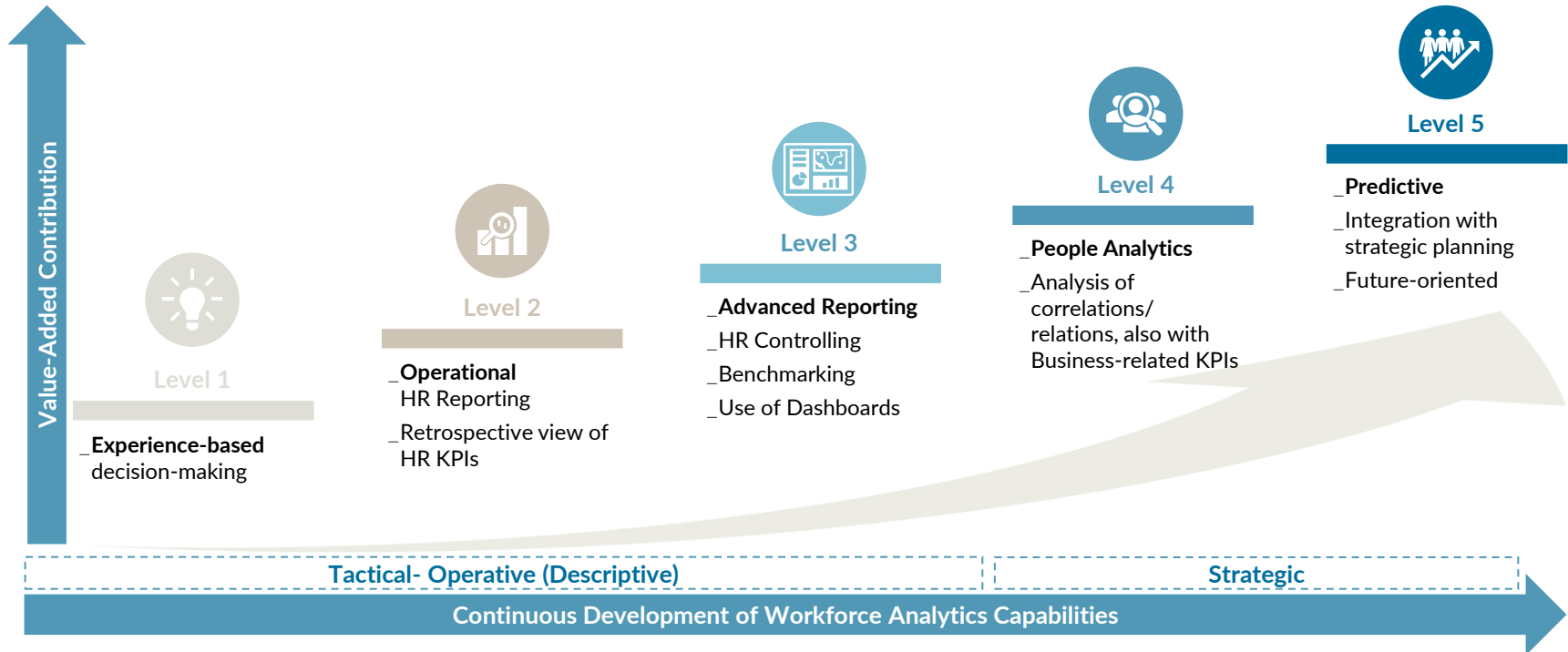


#### Benefits

- \_ **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

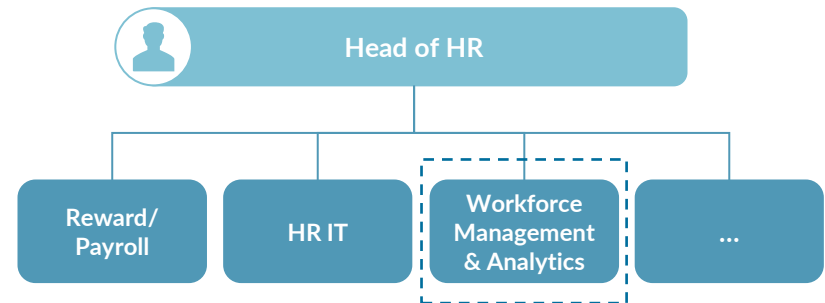
### Strategic importance of WMA

- \_ 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

Financial Services



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#### 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.



**Dr. Heiko Mauterer**

Senior Partner

+ 49 (173) 34658 70



Office Munich  
Elsenheimerstrasse 55a  
80687 Munich

Office Frankfurt  
Senckenberganlage 19  
60325 Frankfurt

Office Berlin  
Franzoesische Strasse 8  
10117 Berlin

Office Dusseldorf  
Sky Office, Kennedydamm 24  
40476 Dusseldorf

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