Workforce Intelligence: Achieving Business Outcomes with Talent Analytics and Planning

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Welcome

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Today’s Discussion

**The Situation:** What’s going on in the market

**The Challenge:** Issues our clients are facing

**The Solution:** How we can help
The Situation:
What’s Going On in this Market
The Need for Analytics-Driven Workforce Planning and Forecasting is Increasing in Most Organizations

69% of HR professionals expect their organization's workforce to grow in 10 years.

29% expect a growing proportion of contract and temporary employees.

43% indicate that obtaining human capital and optimizing human capital investments will be the biggest financial challenges over the next 10 years.
Critical Gaps in Capability and Tools Mean That Less Than 20% of Organizations Are Ready To Respond

Activities that HR professionals identified as highly **important**, but that their organizations are **not adequately prepared to do** include:

- Identifying and filling talent gaps
- Forecasting future talent needs
- Leveraging HR metrics
- Conducting workforce planning

*Source: Bersin by Deloitte: January 2013 Whitepaper – Predictions for 2013*
Global Workforce Dynamics Are Also at Play

Several key global workforce dynamics are further increasing the pressure on organizations (especially multi-nationals) to make advancements in workforce planning and forecasting:

• **Emerging market growth** in China, India, Eastern Europe, and South America
• **Free Agent Nation**
• **Not turning out “Business Ready” graduates** at a pace to keep up with demand
• **Baby Boomers retiring**
The Next Generation of Workforce Intelligence Will Include…

- **SaaS (Software as a Service)** tools to support data analysis
- Access to workforce analytics expanded beyond HR
- Prescribed actions based on data analysis
- Collaborative workforce planning across functions
- Comprehensive cost modelling of workforce scenarios
- Strategies to leverage remote and contingent talent
The Value of Workforce Intelligence Increases Based on the Maturity of Analytics

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Reactive “get it done”</th>
<th>Standardized “be consistent”</th>
<th>Focused “aligned with the business”</th>
<th>Strategic “drive the business”</th>
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</thead>
<tbody>
<tr>
<td>Manual Crisis-driven reports</td>
<td></td>
<td>Mostly manual scheduled reports</td>
<td>Automated business-specific reports</td>
<td>Predictive analytics</td>
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<tr>
<td>Spreadsheet based</td>
<td></td>
<td>Limited, or no, self-service answers</td>
<td>Self-service answers</td>
<td>Interactive visualizations</td>
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<tr>
<td>Analysts</td>
<td></td>
<td>Extends to: HR COE/Leaders</td>
<td>Extends to: HR Biz Partners</td>
<td>Integrated Workforce Planning</td>
</tr>
<tr>
<td>Executives, as needed</td>
<td></td>
<td>Executive Leaders</td>
<td>Senior Business Leaders</td>
<td></td>
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<tr>
<td>Single system (e.g. recruiting metrics only)</td>
<td></td>
<td>Multiple systems linked for one-off analysis</td>
<td>Multi-system standardized, and regular, data integration</td>
<td>Extends to: All People Leaders</td>
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Live Polling

How mature is your organization’s workforce intelligence today? (select only one)
1. Reactive – we are just trying to get by
2. Standardized – trying to create some consistency
3. Focused – empower the business. Culture of fact-based workforce decisions
4. Strategic – drive the business. Workforce core to business strategy

What is your organization’s workforce intelligence goal in 1 year from today? (select only one)
1. Reactive – we are just trying to get by
2. Standardized – trying to create some consistency
3. Focused – empower the business. Culture of fact-based workforce decisions
4. Strategic – drive the business. Workforce core to business strategy
The Challenge
Issues our Clients are Facing
Our Clients Want To Be Able To…

- **Business Leadership**
  - Analyze *historical* workforce trends
  - Predict *future* trends using internal / external data
  - Use analytics to drive strategy and decisions
  - Optimize workforce capability and costs

- **Human Resources**
  - Model workforce choices and implications
  - Know when, how many, and types of people to hire
  - Develop and enable global talent pipelines

- **Line Managers**
Clients are Facing Challenges Knowing What Data to Look At and How to Access It

For example:
- Acceptance rate
- Time-to-productivity
- Performance rating
- Productivity
- Total rewards cost
- Successor readiness
- Retention rate
- Flight risk
...by employee, manager, job type, level, division, region...
...historically, today, in the future

What data, metrics and analytics should we be looking at?

How do we get access to it?

Wealth of internal workforce data, difficult to access

Wealth of external market data, difficult to access

For example:
- Talent availability
- Competitor plans and actions
- Cost of living
- Market compensation
...by job type, level, region...
...historically, today, in the future
Clients are also Facing Challenges of Having the Right Skill Sets to Make Findings Actionable

Do we have the right skill sets to drive **actionable** workforce data analysis?

**Knowledge/skills/abilities required to analyze workforce data and develop action plans to address findings**
- Strategic business knowledge
- Data analysis within organizational context
- Financial knowledge and cost impacts
- Project phasing/roadmapping
- Change management expertise

**Knowledge/skills/abilities frequent in HR:**
- HR operational knowledge
- Talent management program delivery
- Business, performance, and service understanding

**Knowledge/skills/abilities frequent in IT:**
- Systems and data flow expertise
- Data analysis for errors/discrepancies
- Project/implementation management
The Solution
How We Can Help
Workforce Intelligence Solution

**Technology** + **Consulting**

- Hundreds of best-practice questions and metrics
- Identify key questions and workforce concerns
- Rapid implementation. Visier up and running in less than 8 weeks
- Build business case for investment
- Self-service, predictive, collaborative and visual analysis
- Identify and source data for analysis
- Review Data, Metrics, Analytics and Recommend Decisions and Actions

Uncover new insights

Identify new questions & concerns
Maximize your business outcomes, through your people.

**ANALYZE**
- From data to insight

**ALIGN**
- From insight to plans

**ACT**
- From plans to outcomes
Workforce Intelligence has Big Business Impact

On average, 54% of a company’s spend is for labor costs – just a 1% improvement has significant bottom line ramifications.

What $$ value does 1% of your organization’s labor spend represent?
Questions

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Take our survey:
https://www.surveymonkey.com/r/Workforce_Intelligence_Survey

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