Driving Better Decisions

The power of strategic governance in maximising your workforce planning investment

Enabled by KPMG x Workday

In today's rapidly changing and uncertain business environment, Strategic Workforce Planning (SWP) is more important than ever. The COVID-19 pandemic and the prevailing economic situation have caused significant shifts in the workforce, highlighting the critical nature of having a comprehensive and strategic approach to workforce planning. While the implementation of SWP technologies is vital for effective planning, it's not enough on its own.

Lacking a comprehensive SWP governance approach that encompasses people, process, data, and technology can lead to issues such as inefficient workforce decision making, unclear accountabilities, conflicting people priorities, missed KPIs, and an underutilised SWP technical system. Read further to explore how effective governance in SWP can unlock the full value of your technical investment.

Key governance elements for effective Strategic Workforce Planning platform implementation

A robust governance model for Strategic Workforce Planning (SWP) is vital in today's business landscape. Some of the key components that constitute an effective SWP governance model include:

SWP Governance Components

Defined SWP Roles and Responsibilities

An outline of who is responsible, accountable, consulted, and informed for specific SWP activities, in order to sustain these responsibilities and actions over time.

SWP Governance Controls

Identification of the structure that will manage and maintain the standardised processes, procedures, and master data/data structures that are used to control the integrity of SWP processes.

SWP Process Flows

A comprehensive diagram to identify each step and hand-off required in the SWP process and who is responsible for each. Defined process flows promote clarity and accountability of work and ensures that governance is integrated into business processes across the organisation.

Service Delivery Model

An outline of service delivery processes, including the scope of services, service levels, roles and responsibilities, and performance metrics for the successful delivery of SWP activities.

People Strategy

An outline of the organisation structure, skills, competencies, and capabilities needed to support SWP processes and activities, as well as strategies for developing and retaining top talent.

Data Analytics Reporting System

Clear SWP visualisations, predictive analytics, and reporting tools to aid in build-buy-borrow-bot decision-making and to support stronger financial decision making with workforce data.

Change Adoption Plan

A plan to ensure employee adoption and understanding of the importance of SWP and its impact on your organisation. Critical elements include outlining the benefits, securing senior leadership buy-in, and providing a clear roadmap for delivery.

Training Plan & Implementation

Persona-based, structured, and easy-to-follow trainings to help users acquire the necessary knowledge and skills for effective use of the SWP platform. Training plans help ensure that SWP becomes embedded in your organisation's culture.

How KPMG Can Help Define and Accelerate your SWP Governance Model

KPMG understands the importance of strong governance for Strategic Workforce Planning and offers a range of accelerators to help organisations elevate their capabilities:

KPMG Accelerators

Our Strategy Accelerators

- A **driver-based workforce planning framework** for short-term and long-term planning
- Expertise and foundations in **talent strategy** and **career pathing**, including defined skills that are industry specific
- A SWP **change management strategy** to track workforce planning adoption and gain leadership buy-in
- SWP **training resources**, including the development of the training strategy, creation of the required trainings, and expert-led implementation of the programs

Our Process Accelerators

- A **target operating model** to address and analyse all layers of your organisation's functions
- A **SWP maturity curve** to assess your organisation's current workforce planning maturity and define your ideal end state
- End-to-end workforce planning **process flows** that can be customised to your organisation's needs
- **SWP governance mechanisms**, including key roles and responsibilities depicting interactions between different functions and stakeholders (e.g., HR, Finance, Operations etc.)

Our Technology Accelerators

- Expertise in **integrating** your workforce planning system with existing systems (e.g., HCM, budgeting, etc.)
- Capability to expertly drive the **implementation of a workforce planning tool,** using Workday Adaptive as the enabling technology
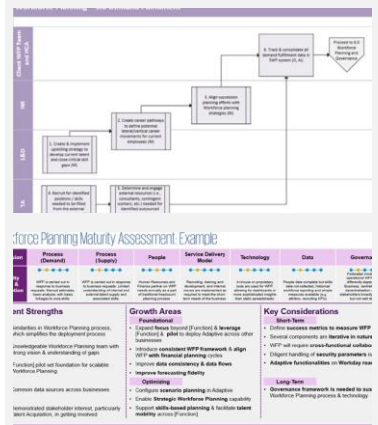
Ultimately, we believe that by defining and enabling a robust SWP governance model your technical SWP efforts will be sustained and even improved over time, leading your organisation to better people-based decision making, gained efficiencies across the organization, and higher adoption of your SWP tool.

Our homegrown accelerators in this space can help your organisation elevate its capabilities in workforce planning, providing a pathway to successful implementation and delivering superior business outcomes.