orgvue ◀▶

Orgvue Solutions

Workforce Planning

Proactively address both short and long-term risks and opportunities within your strategic planning

## Embracing change as an opportunity for growth

In today's dynamic business landscape, fueled by digital innovation and evolving customer demands, change has become constant and unpredictable.

In order to embrace those changes as an opportunity for growth, businesses must bring together the power of organizational design and workforce planning into an integrated approach, allowing them to deliver strategic value and become proficient in pivoting their workforce quickly.

To get there, they must define and understand the short and long term needs of their business in terms of workforce size, skills and capabilities. It's about looking at the workforce from multiple lenses – such as the skills and work, capacity, cost, diversity, shape or location – balance it and plan accordingly.

Only then will you have an organization that maximizes agility, productivity, cost and business outcomes.
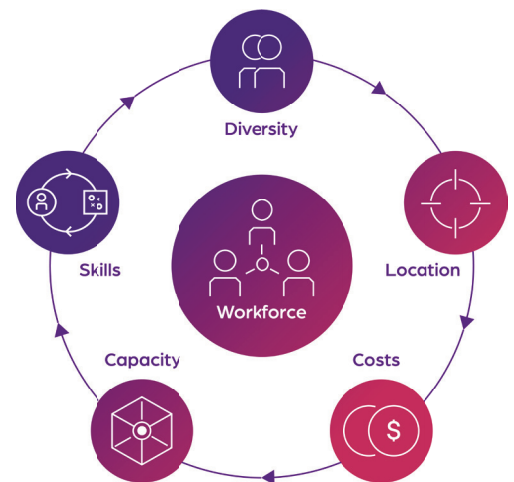
Top challenges businesses face with Workforce Planning

Connecting workstreams and making sense of data

▶ Misalignment between different parts of the business (such as Finance and HR) creates delays and friction, especially since data is often stored in multiple, disparate systems. To streamline the workforce planning process, organizations need a unified platform that promotes collaboration and aligns data, communication, and reporting

Accelerating planning cycles

▶ In today's constantly changing economic environment, businesses cannot afford to assess their workforce once or twice a year. They need to think agility, speed and shorter, continuous planning cycles. And for that, they need a platform that can streamline that process with data at its core, in a way that's scalable and sustainable

Building the workforce planning muscle

▶ The lack of technology and in–house expertise can be an obstacle to achieve continuous workforce planning. A successful process needs to be embedded at the core of the organization, linking the business, finance and HR. It takes practice, and requires expertise, knowledge and technology to drive it with continuous tracking and iteration of plans

Orgvue's integrated platform and team of experts allow you to build the internal capability to successfully run your workforce planning process. It brings together the power of organizational design and workforce planning to align all teams involved and deliver strategic value.

Introducing Orgvue: The technology and expertise that supports your workforce planning process

Orgvue is an organization design and workforce planning platform which allows you to visualize, design, plan and monitor your organization like never before.

It brings together **strategic workforce planning** (role cluster / long-term planning) and **operational workforce planning** (position level / mid-term planning) into a strategy-to-people approach allowing you to confidently design the organization you need to realize your business goals.


1. Setup up the baseline

Start by creating a reliable data foundation. Bring in relevant positions, people and cost data from your HR system, financial systems, skills data or other files.

Segment your plan by key dimensions, such as business unit, location or role clusters, and use it to see your business and understand what it looks like today.
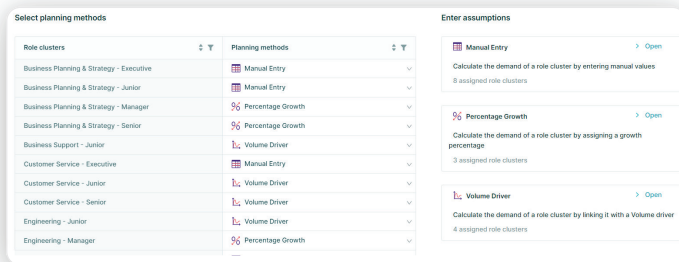
Answer questions such as:

▶ What are known organizational and workforce risks today?

▶ What time horizon(s) will be relevant to your plan?

▶ What inputs should you include in your plan? (e.g. strategic and operational plans, new projects, forecasts, market expansions, etc.)
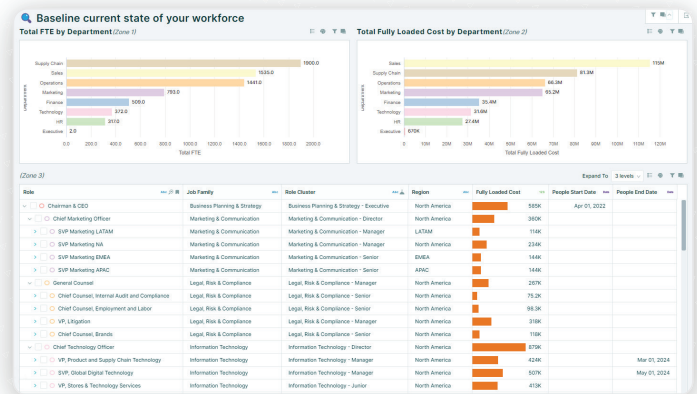
▲ Orgvue dashboard showing the headcount and cost breakdown by department today

2. Demand planning

▲ Setting assumptions for how we expect the headcount to change over time for each segments of your workforce

▲ Forecasting the demand for headcount over time

Based on your business strategy, articulate the workforce demand (number of people and positions needed), to support your current and future organizational requirements.

Assumptions can be made using various methods: manual entry, percentage growth (e.g. 10% yearly increase) and volume driver (e.g. link to revenue target).

Answer questions such as:

▶ How will the workforce demand vary to support the work and strategic objectives over time?

▶ How many positions will you need to support the planned market expansion?

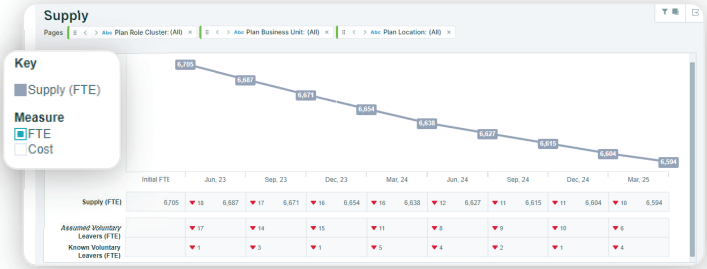▶ What work needs to be done to support your increased revenue target of 20%?

3. Supply forecast

Review how many people you have today to fill the positions articulated in demand planning.

Make assumptions around how your current supply will change over time, based on internal/external hires, planned/unplanned exits and movement.

Answer questions such as:

▶ What's going to happen with your current workforce supply over time?

▶ How do historical patterns / trends in hiring, exits and movement inform our projections of supply of people?
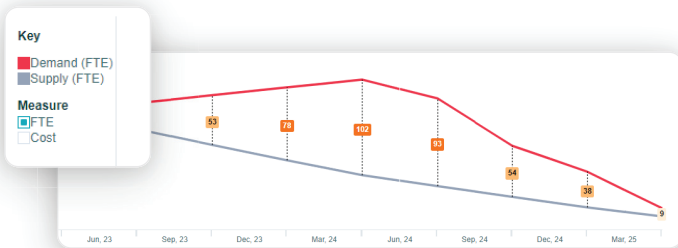
▶ Where do you have risk in supply?

▲ Forecasting how supply will vary over time based on assumptions about employees joining, moving and leaving the organization

4. Analyze and close the gaps

Assess the gap between modelled demand (positions) and supply (people), to identify surplus and deficit across planning dimensions (e.g., roles, business units and location).

Prioritize gaps by areas of focus (e.g., greatest risk), and start closing them by modeling changes as part of a thorough position planning process.

Answer questions such as:

▶ Within a role cluster, where do I have an FTE Gap? Should I close it by moving existing employees or by hiring externally?

▶ What happens if I shift surplus in one business unit to fill a deficit in another business unit?

▶ How can I upskill my engineering workforce in order to expand the business in 3 years time?

▲ Visualizing the gap between the demand over time and supply over time

▲ Modeling changes to position in Orgvue using Orgvue's drag-and-drop functionality

5. Monitor, execute and update your plan

Implement the plan and deploy gap mitigation actions.

Continuously monitor your progress against your approved plan, and in case of a change in situation or assumptions, iterate it quickly and effectively.
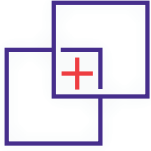
Answer questions such as:

▶ Were my assumptions valid? Did changes assumed come to fruition?

▶ Do we need to adjust due to new situations impacting the organization?

▶ Why are we not acting to close gaps quickly enough?
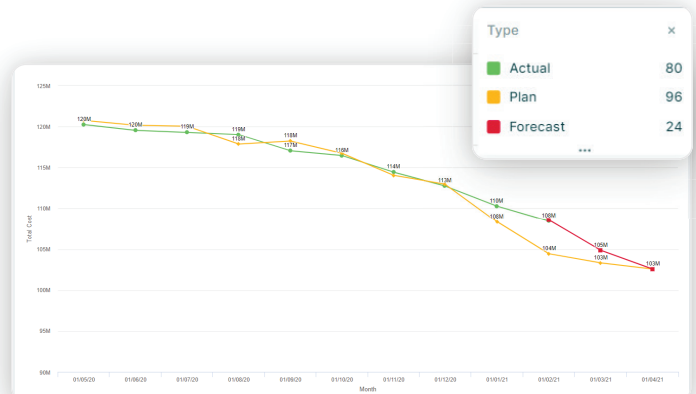
▲ Using Orgvue to continuously track and monitor progress against the plan

Workforce Planning

Customer story

Business goal

- Develop a sustainable data model to make sense of disparate data, and understand and visualize the Organization

- Address the issues and gap between a high attrition rates (above 25%) and a slow time-to-hire process

The Orgvue solution

- Merged and cleaned data from multiple sources into Orgvue

- Gave 30+ managers visibility and understanding of advanced organizational health metrics, such as spans and layers, demographics, or overtime information and cost

- Uncovered 450 empty historical positions having to be addressed and cleaned up

- Gained high-level visibility on workforce supply and demand overtime, and the gap in between, overlaying it with attrition rate

- Addressed that gap by modeling detailed changes to people and positions over time, while factoring in time-to-action

The Outcomes

30+
Managers given visibility in their organization health metrics, with different access rights

450
450 historical positions found needing to be cleaned up

10k
Scaled up project overtime, from modeling 1,000 positions to 10,000 positions in Orgvue

"Thinking back, I don't believe we realized the lack of visibility, understanding and control we had on our workforce, and how much it was slowing our growth."

VP of HR

Orgvue is an organizational design and planning platform that empowers your business to transform its workforce by understanding the work people do and the skills they have. Our platform connects strategy to structure, providing clarity of vision, so you can build a more adaptable, better performing organization that thrives in a constantly changing world of work.

The world's largest and best-known enterprises and consulting firms use Orgvue to visualize and model current and future states of the organization and make faster, more informed decisions. The company is headquartered in London, with offices in Philadelphia, The Hague, Toronto, and Sydney.

For more information please contact:

+44 (0) 20 3633 1090 or visit orgvue.com

orgvue ▶