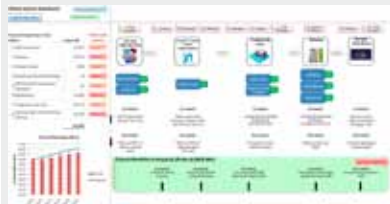


Strategic Workforce Design and Optimisation

At times of organisational change, it is vital to optimise workforce design – and optimisation must be based on robust analysis.


Local Authorities

We have provided a number of local councils with workforce scenario planning models to examine alternative service delivery options




Resource Modelling

We have modelled resource requirements for several clients to determine the most cost effective options for improving service standards, including Contact Centres and front line Operations.



Financial Services

We helped a major UK bank determine resource requirements when implementing a new process for opening accounts



Strategic Workforce Design and Optimisation is about putting your people in the right places to drive success, giving them the technology and support they need, and then providing the right motivation and reward. It is particularly important to do so at times of change, for example:

- When setting up a new business unit or service
- When changing the operating model (e.g. when consolidating back office processes into a shared service centre)
- When breaking into new geographies and business areas

While many change programmes use high-level benchmarks or subject matter expertise in considering organisation design aspects of the change, they rarely devote sufficient time to understanding the impact on the workforce.

Correcting this omission has numerous benefits. By applying rigorous analysis to the task of Workforce Design and Optimisation, you can:

- Make it easier to demonstrate the impact of changes to business processes or ways of working in a visual, interactive manner
- Facilitate clear understanding and buy-in from within the business, through the development of a common set of assumptions

- Enable evidence-based decision making
- Increase understanding of the drivers of workload activity levels and the impacts on performance and service standards
- Evaluate different operating models and business scenarios in a risk-free environment (e.g. the impacts on demand of changes in customer behaviours, demographics or IT enablement)
- Avoid mismatches between staff allocation and workload that could have a damaging impact on morale and performance

In using analytics to support Workforce Design and Optimisation, there are four key areas to consider:

1. Workload drivers

Understanding workload drivers is an essential first step towards workforce optimisation. It involves producing a view of workload activities, and of how they influence the effort level needed to complete tasks. Aspects to consider include:

- Each task's priority level
- The required skill mix for task completion
- Demand patterns
- Any uncertainty and variation associated with timing

2. Workflow optimisation

The next stage is to optimise the handling of workflow, deciding where tasks are done and by whom. Analytics are used to assess:

- The current baseline requirement for full time equivalents (FTEs)
- Performance data, succession plans and critical skill sets
- Impact on FTEs of future workload projections
- The skill mix required
- Expected ratios of part-time to full-time staff
- The impact of using external options (potential outsourcing of highly skilled activities)
- The required standards of service
- The ability to match resource with variations in weekly and seasonal demand

Experience shows that it is good practice to supplement the analysis with a range of volumetric and optimisation models. That way you can:

- Allow key stakeholders to visualise and develop a common understanding of the proposed operating model and assumptions
- Explore scenarios, by flexing the model assumptions around inputs (such as customer demand, availability of labour) and workload parameters (process times, effort, etc)
- Assess how the organisation would cope with multiple scenarios happening simultaneously
- Understand the risks associated with the new operating model
- Optimise shift patterns and ways of working
- Ensure there is capacity to cope with variation in workload levels and meet service commitments
- Identify the best locations to deal with the workload

3. Workforce enablement

As well as improving your ability to manage the workforce, a thorough understanding of staffing needs can support:

- Development of L&D plans, giving real focus on the skills needed by the business in the future
- Planning of IT capacity, replacing guesstimates with fact-based predictions of system usage levels
- Planning and sizing of estates, taking account of options such as alternative locations and home working

4. Employee strategy

The final element of workforce design is working out how to motivate and retain an appropriate workforce.

This involves using current staffing profiles and attrition rates to estimate future workforce size, and then comparing that with the future requirement. By analysing the gap between the two and the alternative strategies for tackling it, it becomes possible to identify the best approach.

Additionally, you can evaluate different approaches to reward and performance management and plan how to tackle future challenges such as skills shortages.

Why Capgemini?

Capgemini has carried out Workforce Design and Optimisation work for many clients in both private and public sectors.

We have a dedicated business modelling and analytics team with the specialist capabilities required to deliver workforce improvements underpinned by robust analytics. Our approach is:

- Based on factual and quantitative information
- Designed and executed collaboratively with stakeholders
- Visually interactive (its logic is quickly explained to major stakeholders)

With these resources and methods, we can quickly help you achieve reliable and easy-to-understand insights to support your decision making.

Results Count

Capgemini collaborates with clients to achieve successful outcomes. Some examples include:

- Identified annualised benefits of £8.5m for a Scottish council from service redesign
- Achieved a 15% reduction in front-line staff, with annualised savings of £5.1m, from efficiency improvements at a large UK utility
- Reduced overtime costs by 20% for another utility through improved work patterns

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