



# Workforce Management:

A Constant Need  
in a Constantly  
Changing World

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# Overview

The world of work has changed. The new normal is that there is no normal, and the organizations that can adapt to a constantly changing world will be the ones that succeed. However, that doesn't mean that the core concepts of workforce management have changed.

Workforce management (WFM) — having the right people in the right place at the right time, will always be needed. It is just that to succeed in this new VUCA (Volatile, Uncertain, Complex, Ambiguous) environment, different WFM tools are needed, especially WFM automation. WFM automation is a win for everyone — automation not only lowers costs but also improves the employee experience — and this is a critical need in VUCA environments.

### Other benefits include:

It allows you to react to and increase the speed of change

It can free up time for more human interaction



It can be used to combat conscious and unconscious bias

It has the possibility of fostering communication between individuals and groups that previously had no connection

The basic premise of the intersection of WFM and automation is improving operations, optimizing WFM spending, and managing WFM costs. This is especially important in VUCA environments because it:

1

Maximizes tight budgets in hyper-competitive markets

2

Controls payroll leakage in increasingly complex environments

3

Optimizes production in the face of economic uncertainty

# Challenges to the Business

The number one challenge to any business is **any business is being asked to be asked to do more with less resources.**



This is where automation proves its value by creating effective ways of removing manual processes so valuable people and resources can focus on the things that automation can't address.

One of the other challenges organizations face, especially in a more complex environment is an inability to link workforce performance to overall business objectives. According to Brandon Hall Group research, about three-in-four organizations (76%) rate themselves as adequate or poor at

linking how their workforce performs to how the business performs as a whole (Source: *Predicting the Future Needs of the Workforce*, 2022). This creates a powerful disconnect between the activities of WFM professionals and the business they are trying to support. If the metrics your organization are looking at show an increase in productivity, but that isn't reflected in the overall business metrics, it shows there is a lack of alignment in your WFM. However, without the right data, there is no way to see that.

To overcome this challenge, more organizations will need to improve their internal capabilities in terms of people, processes, and technology, but those organizations must also understand the true capabilities of new WFM technologies that make use of artificial intelligence and machine learning to create more meaningful insights.

## Top 5 Workforce Management Challenges in 2022

Ranked by % of Organizations with that Challenge

42%

Insufficient Budget

32%

Insufficient workforce planning

32%

Lack of executive engagement in the process

28%

Lack of understanding how to improve specific elements of the workforce management practice

24%

Lack of organizational readiness

Source: 2022 Brandon Hall Group Workforce Management Benchmarking Study

# The Impact of Automated WFM

When done correctly, organizations that use automated WFM can make more informed decisions and see an increase in wide-ranging business metrics because their frontline workers will have more time for discretionary efforts such as increasing time with customers, pursuing stretch goals, or personal development. In the long term, this allows the business to become adaptable to a permanent VUCA state by creating an environment of flexible and adaptive thinking.



### Brandon Hall Group WFM Maturity Model



Source: Brandon Hall Group

## Questions to be Considered

Organizations must communicate that WFM isn't solely about efficiency but also about utilizing the most human way of making business decisions. The key questions the business must ask are:

**What are the new complexities that can arise from this new technology?**

**What are organizations doing to communicate the benefits of automated WFM?**

**Where can automation be implemented to reduce manual costs and improve operational efficiency?**

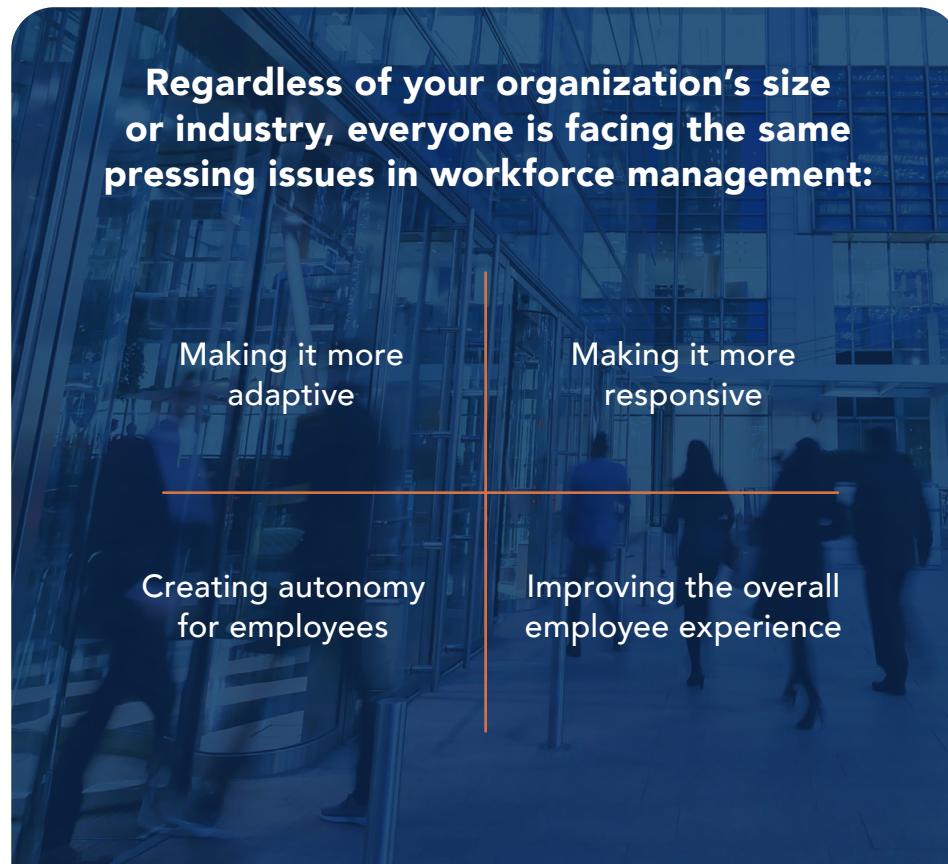
**What are the ways in which automated WFM help make more objective decisions?**

**Simply having effective automated WFM is not enough — you must let your employees know that the technology is being used to make their work more meaningful, not to replace them**



# Automated Workforce Management Creates Better People Outcomes

The desired result of automation is freeing up time to allow HR professionals to be more strategic and let them focus on people in a way that creates more connections, more meaningful work, and more of a sense of belonging in the organization.



Taking all of this together, let's consider an example of an enterprise-level organization that has recently noticed a drop in retention and productivity metrics. The alarming point for them is that it is unknown what is causing these issues.

However, by implementing technology that can quickly and easily detect small deviations in schedules that are only occurring in certain geographies, the technology can now provide insight that these deviations are caused by new compliance regulations.

The company is now able to use its human talents to train managers on how to create more fair schedules that balance the new regulations with the needs of the business.

## Workforce Management: A Constant Need in a Constantly Changing World



Another example is an organization that needs to change its PTO, sick leave, and other leave management policies to account for external forces. However, their workforce nearly all work in a deskless environment. Using automated technology allows for massive, but personalized, communication that relays the new policies to the people that will be affected by them, and gives them the information requisite to their particular position. And they even have an AI-enabled chatbot to answer frequently asked questions.

So, technology can be a large part of addressing those issues but is not the solution alone. However, getting there does involve better uses of technology — which creates more opportunities for people to do what they do best.

# Automated Workforce Management Also Creates Better Business Outcome

Automated scheduling will have the biggest impact on improving WFM in the workplace for most organizations (58%) which can seem like a small lever - which it is, but it moves a large weight.

How can organizations see massive change from something as seemingly minor as automated scheduling? Remember that both the line employee is positively affected, due to having an objectively optimized schedule, and managers are positively affected by having specialized software that handles tedious scheduling tasks. Those managers can now use their time for strategic-level work or jobs that can only be performed by humans (e.g. creating personal connections, innovating on processes, coaching new team members).

Then there is the all-important employee experience, as employees have more of a chance to engage in meaningful work rather than menial tasks. Adding to that is increased time for employees to focus on their work as well as their personal growth, all of which increase the chance for employee retention and decrease the chance of employee burnout.

### Greatest Benefits of Automated WFM

Ranked by Percentage of Organizations in Agreement

Automated scheduling will create greater efficiency in workforce management

**58%**

A more efficient WFM system will allow for quicker adoption and execution of organization-wide initiatives

**57%**

The employee experience will improve directly due to changes made to your organization's WFM processes

**45%**

Automated payroll processes will allow for more adaptability in how your organization pays employees

**48%**

A more efficient WFM system will allow for a more cost-effective workforce

**44%**

Automated scheduling will free up managers to focus on people skills/soft skills

**44%**

Your organization will make improved personnel decisions due to more complete data and analytics

**23%**

The employee experience will improve directly due to changes made to your organization's WFM technology

**34%**

Source: 2022 Brandon Hall Group Workforce Management Benchmarking Study

# Authors and Contributors



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# About Brandon Hall Group

With more than 10,000 clients globally and 28 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

### Professional Certifications

Self-paced certification programs. Virtual group sessions for companies. In-person conferences and summits.

## SOME WAYS WE CAN HELP

### Excellence Awards

Two annual programs recognize the best organizations that have successfully deployed programs to achieve measurable results.

### Membership

Individual and Enterprise  
Membership Options: Includes research assets, advisory support, a client success plan and more.

### Advisory Offerings

Custom Research Projects, including surveys, focus group interviews and Organization Needs Assessment for Transformation, Technology Selection and Strategy.



### ORGANIZATIONAL EXCELLENCE CERTIFICATION PROGRAM

recognizes world-class HCM programs that transform their organization and achieve breakthrough results. This designation is the next step beyond the HCM Excellence Awards, which focus on a single program, and looks at the department as a whole.



### SMARTCHOICE® PREFERRED PROVIDER PROGRAM

uniquely places HCM service and technology companies at the top of organizations' consideration list of vendors. It adds an unmatched level of credibility based on BHG's twenty-eight-plus years of experience in evaluating and selecting the best solution providers for leading organizations around the world.

## About Workforce Software

WorkForce Software is the first global provider of workforce management solutions with integrated employee experience capabilities. The company's WorkForce Suite adapts to each organization's needs—no matter how unique their pay rules, labor regulations, and schedules—while delivering a breakthrough employee experience at the time and place work happens.

Enterprise-grade and future-ready, WorkForce Software is helping some of the world's most innovative organizations optimize their workforce, protect against compliance risks, and increase employee engagement to unlock new potential for resiliency and optimal performance.

Whether your employees are deskless or office workers, unionized, full-time, part-time, or seasonal, WorkForce Software makes managing your global workforce easy, less costly, and more rewarding for everyone.



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