



# Driving Better Decisions

The Power of Strategic Governance in Maximizing Your Workforce Planning Investment

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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 underutilized 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 standardized 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 organization.



#### 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 organization 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 visualizations, 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 organization. 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 organization'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 organizations 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



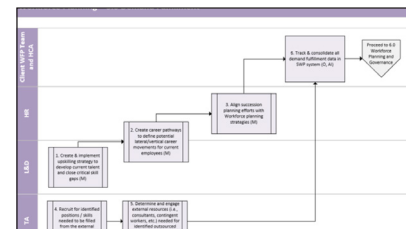
#### Our Process Accelerators

- A **target operating model** to address and analyze all layers of your organization's functions
- A **SWP maturity curve** to assess your organization's current workforce planning maturity and define your ideal end state
- End-to-end workforce planning **process flows** that can be customized to your organization'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



SWP Maturity	Process (Demand)	Process (Supply)	People	Service Delivery Model	Technology	Data	Governance
High	5 stars	5 stars	5 stars	5 stars	5 stars	5 stars	5 stars
Medium	4 stars	4 stars	4 stars	4 stars	4 stars	4 stars	4 stars
Low	3 stars	3 stars	3 stars	3 stars	3 stars	3 stars	3 stars
Very Low	2 stars	2 stars	2 stars	2 stars	2 stars	2 stars	2 stars
None	1 star	1 star	1 star	1 star	1 star	1 star	1 star

Key Strengths	Growth Areas	Key Considerations
<ul style="list-style-type: none"> <li>• Established in Workforce Planning process. High completion of the deployment process.</li> <li>• Investigative Workforce Planning team with strong vision &amp; understanding of gaps.</li> <li>• Leveraged past experience for scalable Workforce Planning.</li> <li>• Common data sources across businesses.</li> <li>• Demonstrated stakeholder interest, particularly from Acquisition, in getting involved.</li> </ul>	<ul style="list-style-type: none"> <li>• Expanded focus beyond IT function &amp; leverage IT function to gain visibility across other businesses.</li> <li>• Increase consistent SWP framework &amp; align SWP with financial planning cycles.</li> <li>• Improve data consistency &amp; data flow.</li> <li>• Improve forecasting stability.</li> <li>• <b>Optimizing</b> <ul style="list-style-type: none"> <li>• Continue scenario planning in Adaptive.</li> <li>• Enable Strategic Workforce Planning capability.</li> <li>• Support skills based planning &amp; facilitate talent mobility across Functions.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>Short-Term</b> <ul style="list-style-type: none"> <li>• Define success metrics to measure WFP.</li> <li>• Review components and timeline in order.</li> <li>• WFP will require cross-functional collaboration.</li> <li>• Clarify handling of security parameters in WFP.</li> <li>• Adapted functionalities on Workday tool.</li> </ul> </li> <li>• <b>Long-Term</b> <ul style="list-style-type: none"> <li>• Governance framework is needed to sustain Workforce Planning process &amp; technology.</li> </ul> </li> </ul>

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 organization 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 organization elevate its capabilities in workforce planning, providing a pathway to successful implementation and delivering superior business outcomes.

## Contact us



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