Case study capability driven Workforce Management (WFM)

Using eCF and Body of Knowledge
Introduction

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Expertise
Workforce Transformation / Skilling, Competency Models, Learning Transformation
What makes up a Capability?

**Capability**
For efficient and effective performance

**Capacity**
To allocate resources based on supply and demand in time

**Competency**
Knowledge, skills and attitude to conduct specific tasks

**Capability = Capacity + Competency**
Capability building is the #1 priority for HR in 2021

Gartner asked HR leaders about their priorities...

**Top 5 priorities for HR leaders in 2021***

- Building critical capabilities: 68%
  - Organization design and change management: 46%
  - Current and future leadership bench: 44%
  - Future of work: 32%
  - Employee experiences: 28%

...and Capgemini uncovered the imperative

- 29% of employees believe their capabilities are **redundant now**
- 38% of all employees believe their capabilities will be **redundant in the next 4–5 years**
- 47% of Gen Y and Gen Z consider their capabilities **redundant in next 4-5 years**
- 43% of employees say they are **willing to move to another organization** if they feel their capabilities are stagnating at their current employer

“We don’t know what skill gaps our current employees have.”
“We can’t create skill development solutions fast enough to meet evolving skill needs.”
“We don’t effectively integrate learning into employee workflows.”
Traditional view on Workforce Management (WFM)

Historic / Current MONITORING

OPERATIONAL WMF

Execution

1 day – 1 month

TACTICAL WMF

Planning

1 month – 12 / 18 months

CONCEPTUAL

5+ years

Translating strategy into workforce implications to ensure strategic business execution using scenario planning, e.g. new capability needs, changes in current capability needs etc.

Plan of workforce needs balancing shorter term supply and demand levers, e.g. programs, work packages

Operational planning

Resource planning

Strategic workforce planning

Future of Work

1 - 5 years

Operational Planning

Tactical and Operational Workforce Management is primarily capacity driven

Operational workforce to meet operational needs, e.g. projects and bid/tenders

Short term plan to deliver workforce

Operational tracking

Operational workforce tracking

Workforce Tracking

Highly assumptive, blue sky conceptual view of future of work relating to industry, socio-economic, technology influences, as well as organization.
Future forward view on WFM is fully capability driven

Resource Planning, Operational Planning and Workforce Tracking can be capability driven through eCF BoK, integrated in the flow of work

Highly assumptive, blue sky conceptual view of future of work relating to industry, socio-economic, technology influences, as well as organization.

Translating business strategy into workforce implications to ensure strategic business execution using scenario planning, e.g. new capability needs, changes in current capability needs etc.

Plan of workforce needs balancing shorter term supply and demand levers, e.g. programs, work packages

Short term plan to deliver workforce to meet operational needs and capability development needs, e.g. projects and bids/tenders

Track current and short-term pipeline, performance and capability development reporting, e.g. actual billability vs plan
Benefits of moving from Traditional to Future Forward Tactical and Operational WFM

**Traditional**
- Allocation based on availability of employees (capacity only)
- Overrun on budgets
- Difficult to plan work

**Future Forward**
- Allocation based on role/competences and knowledge
- Clear view on workforce composition
- Planned employee development
- Employee recognition

An extra steering tool for management and capability development tool for employees
Case Study – Workforce Planning in Networking
As a Network Specialist I ensure that all units can do their work 24/7.

My interest: People contacts and technology changes

As a Network Specialist I work with the latest technology, I am the key person for implementation, lifecycle and maintenance of network components. I monitor and organize the change process and have contact with other disciplines. I work on incidents and problems and take preventive and corrective measures when necessary. I am aware that the quality of the service is determined by the team structure in the department. At the beginning of each working day I know which tasks are scheduled, which changes are planned for me and my colleagues. But we always go as planned, so I help out if necessary. With my experience I coach and guide fellow Network Specialists.
## Role descriptions used by Project and Portfolio Managers

Capacity demand is based on specialty including knowledge

<table>
<thead>
<tr>
<th>eCF Profile</th>
<th>Speciality</th>
<th>Knowledge description</th>
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<tbody>
<tr>
<td>Network Specialist</td>
<td>Transmission</td>
<td>The Network Specialist Transmission manages and operates a networked information system with knowledge of transmission techniques (distance, speed, type), physical network connections (glass fiber), IP technology, multiplexing techniques, DWDM hardware (Nokia) and network monitoring systems.</td>
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<tr>
<td>Network Specialist</td>
<td>Environmental</td>
<td>The Network Specialist Environmental manages and operates a networked information system with knowledge of power systems (48V and 230V), Network cabinets and other passive components, cable routing and cabling systems, security and alarm systems of network environments.</td>
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<tr>
<td>Network Specialist</td>
<td>IP</td>
<td>The Network Specialist IP manages and operates a networked information system with knowledge of IP technology, WAN, LAN, Data center link, load balancing, router/switches, network protocols and standards (802.1x), network hardware (HP, Extreme, Nokia and Cisco) and network monitoring systems.</td>
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<tr>
<td>Network Specialist</td>
<td>Glass Fiber Systems</td>
<td>The Network Specialist Glass Fiber Systems manages and operates a networked information system with knowledge of glass fiber techniques (fusion welding, ODF), glass fiber testing and measuring (OTDR) and excavation, road building including hydraulic engineering.</td>
</tr>
<tr>
<td>Network Specialist</td>
<td>WiFi</td>
<td>The Network Specialist WiFi manages and operates a networked information system with knowledge of wireless connections and standards (2.4/5GHz, 802.11 abgnax, WPA, EAP), IP Technology, routers/switches, network hardware (access points, hardware and network monitoring systems).</td>
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What has been the positive impact?

**Future Forward**
- Allocation based on role/competences and knowledge
- Clear view on workforce composition
- Planned employee development
- Employee recognition

- Projects have a running start, no changes in capacity and better utilisation in network management
- Faster decision making for management
- For every specialisation learning plans are available, base for individual development plan.
- Employees are more aware of their skills which make them proud
Q&A
About Capgemini

Capgemini is a global leader in partnering with companies to transform and manage their business by harnessing the power of technology. The Group is guided everyday by its purpose of unleashing human energy through technology for an inclusive and sustainable future. It is a responsible and diverse organization of over 300,000 team members in nearly 50 countries. With its strong 50-year heritage and deep industry expertise, Capgemini is trusted by its clients to address the entire breadth of their business needs, from strategy and design to operations, fuelled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2020 global revenues of €16 billion.

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Appendix
Integrating capability building into the employee workflow should be a #1 priority for employers.

Very few organizations take a proactive approach to building capabilities.

- 45% of employees say training programs are not helping them to gain new capabilities.
- 42% of employees say the trainings they attend are “useless” and boring.
- 48% of employees say they are not given the time and resources to attend trainings.

We upskill every year based on current needs and future requirements for the upcoming year.

We upskill every three to six months on current needs and future requirements for the next three to six months.