



Driving Better Decisions

The Power of Strategic Governance in Maximizing Your Workforce Planning Investment

September 2023



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.



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.



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.



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.



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.



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.



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.



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



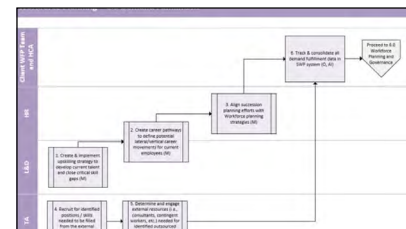
Our Process Accelerators

- 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



Area	Process (Demand)	Process (Supply)	People	Service Delivery Model	Technology	Data	Governance
SWP Maturity	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★	★★★★★
Key Strengths	<ul style="list-style-type: none"> Identified in Workforce Planning process, Risk mitigates the deployment process Investigate Workforce Planning team with strong vision & understanding of gaps Investigate and foundation for scalable Workforce Planning Identify data sources across businesses Identify data sources across businesses Identify data sources across businesses 		<ul style="list-style-type: none"> Expanded focus beyond HR and Finance to include other business units Process integration with HR and Finance systems Improve forecasting reliability Optimizing Enable Strategic Workforce Planning capability Support skills based planning & facilitate talent mobility across Functions 		<ul style="list-style-type: none"> Define success metrics to measure WFP Define components and timeline in order WFP will require cross-functional collaboration Design handling of security parameters Adapted functionalities on Workday tool Long-Term Governance framework is needed to sustain Workforce Planning process & technology 		

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



Brock Solano
Managing Director
Human Capital Advisory
 brsolano@kpmg.com



Danny Seto
Managing Director
Human Capital Advisory
 dseto@kpmg.com

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

kpmg.com/socialmedia



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information without appropriate professional advice after a thorough examination of the particular situation.

© 2023 KPMG LLP, a Delaware limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization. USCS004916-1A