



**Do you have the
right workforce
for the future?**



Despite these challenges, it is surprising to find that less than 40 percent of organizations have a proactive workforce-planning process in place to make sure that they are equipped with the right workforce and can plan for future talent needs to ensure they remain competitive.

Corporate strategy is only as good as the organization's ability to execute. Corporate teams can create strategy, but if the organization cannot execute, then everyone loses. It's not just about the cost of the workforce, which is the domain of traditional finance-led "workforce planning" (i.e. salary planning and compensation planning). The ability of the organization to execute on strategy requires the right resources (skills), in the right place, at the right time. HR now, more than ever, has the responsibility for working together with the lines of business and Finance to ensure that your organization has the workforce to deliver on your strategy. Strategic workforce planning helps translate the long-term corporate strategy into the execution by ensuring that the workforce is in place to deliver on the plan. It deals with important workforce factors like:

- 1. Graying:** What is the impact on strategy if 5 percent of the employees in critical roles are retiring?
- 2. Competitive Job Market:** Today's digital economy makes it easier for employees to change jobs.
- 3. Upskilling:** The new digital economy also impacts skills. Can the workforce keep up with technological advances?

4. New Product Lines or Market Expansion:

Where will the skill set come from to support expansions—what if you cannot hire fast enough?

- 5. M&A:** What are the critical job roles that require the most focus on retention?

Executives find themselves navigating a multispeed global marketplace, where matching talent supply and demand has become a constant challenge.

The job marketplace presents many difficult issues for managers to negotiate:

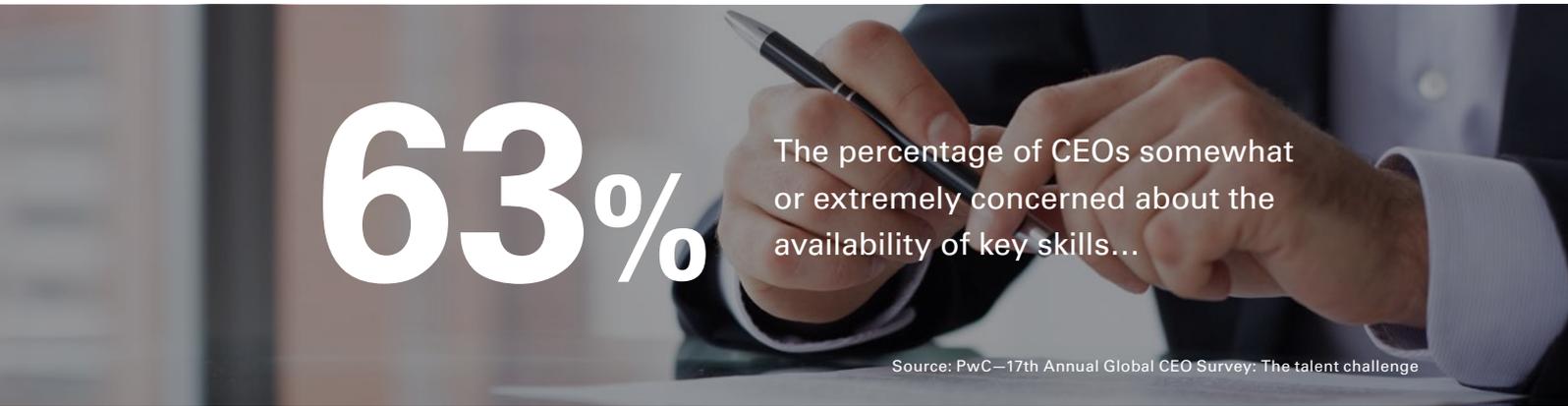
Change: Whole industries continue to get disrupted. The workforce's needs of yesterday are not necessarily those of tomorrow.

Misalignment: The fact patterns for the workforce can vary greatly between geographic regions (e.g. job markets, mandatory retirement ages, etc).

Non-Collaboration: Finance, the lines of business, and HR don't typically have a common system for collaboration. The lack of transparency and collaboration is a leading cause of failures in execution.

Lack of Monitoring: Without a frequent, structured, and proactive monitoring process, the organization can get caught by surprise as it relates to the ability to execute. Corrective measures related to the workforce take time. So, “surprises” can mean long disruptions in corporate strategy.

The ability of the workforce to execute is a board-level concern. This is top-of-mind for most CEOs:



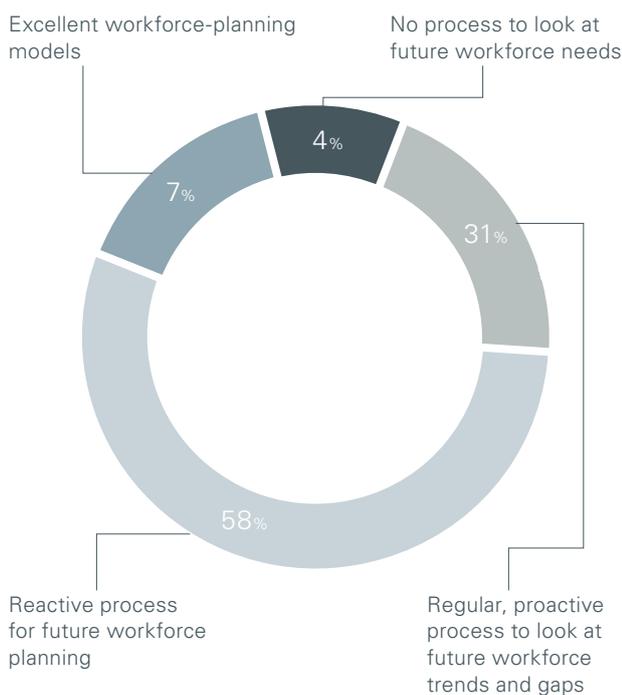
63%

The percentage of CEOs somewhat or extremely concerned about the availability of key skills...

Source: PwC—17th Annual Global CEO Survey: The talent challenge

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Less than 40 Percent of Organizations Have a Proactive Workforce Planning Process



Source: Bersin by Deloitte, High Impact Talent Analytics

Despite this, cutting costs is still high on the CEO agenda, and therefore HR is under pressure to deliver the workforce [needed—with decreasing resources. This is complicated by having to deal with the challenges of critical skills shortages in some markets and maybe a pool of well-trained but disenchanted workers in others. The cost-effective management and deployment of talent is absolutely critical.

Without the correct technology or platform, HR finds it difficult to deliver on the demands placed on it. HR systems fall short of delivering the planning functionality that they need by not allowing them to leverage modeling capabilities to predict future workforce and resource demands. This often leads to an ineffective or even an absent strategic workforce plan. Without the correct talent strategy, plans have little chance of being delivered.

93 percent CEOs say they need to change their strategy for attracting and retaining talent.

Only 34 percent of CEOs felt HR was well prepared to capitalize on transformational trends.

Getting your workforce planning right delivers significant improvements and competitive advantages:

- Value improvement and cost reduction—through right-sizing the workforce
- Assurance that the business strategy can be delivered
- Better productivity—through workforce alignment with collaborative work models
- Better monitoring as a basis for decisions regarding corrective actions
- Competitive advantage—through a more skilled and innovative workforce
- Higher quality and better timeliness of customer delivery
- Greater staff engagement and retention, and lower levels of stress

Can you analyze your current workforce performance, identify future workforce needs, and recognize the gap between present and future workforce demand?

What if you could accurately model and plan to make sure you have your current and future workforce demands under control?

Strategic workforce planning is a comprehensive business process addressed by Oracle Enterprise Planning Cloud. It can be deployed quickly, with no capital outlay, and no requirement for associated hardware infrastructure or staff to support it.

Oracle delivers the complete platform that allows you to focus on making sure you can plan and predict current and future demands on your workforce:

- ✓ **Best Practice Headcount Planning:** Use an industry-leading planning framework for enterprisewide headcount planning
- ✓ **Driver-Based:** Utilize strategic operational assumptions to match the supply and demand on the workforce
- ✓ **Scenario Analysis:** Perform robust “what-if” analysis across multiple economic and operational scenarios
- ✓ **Predictive Analytics:** Leverage predictive algorithms to improve accuracy
- ✓ **Stay Connected:** Benefit from a process that is HR-owned, but still aligned with corporate financial planning

Over 1,000 customers use Oracle EPM Cloud to drive their business forward and take advantage of the innovation and best practice Oracle delivers.

By employing Oracle’s Enterprise Planning Cloud, organizations can align the enterprise with this simple-to-use platform that enables modeling without limits.

