workday™

eBook

# Unlocking Potential Through Strategic Workforce Planning and Analytics

# Table of Contents

# Introduction

If recent macroeconomic and environmental conditions have taught us anything in the past few years, it is that change is constant. For a business to thrive within an ever-changing environment, adaptability needs to be its cornerstone in order to combat disruption and strengthen competitive success.

When looking at the emerging gap between today's top-performing businesses and those falling behind, how have the leaders achieved such strong performance, and can we bridge that gap? The answers lie with global outperformers who realize that leveraging their workforce data and implementing better planning are key to increased business agility.

Many organizations cite people as their most valuable asset—the driving force behind innovation, growth, and delivering on strategic business objectives. But a lack of talent and critical skills can lead to added expenses, decreased productivity, and potentially lost revenue.

As the dynamics of workplace safety and well-being, inclusion and belonging, and employee engagement and productivity evolve, leaders are turning to HR to understand the unique factors that shape each of these aspects of their working environment and culture. HR is now responsible, perhaps more than ever, for helping to shape workforce strategy amidst new and constantly changing workplace demands—in particular, the enablement and engagement of employees as they work to deliver on business objectives.
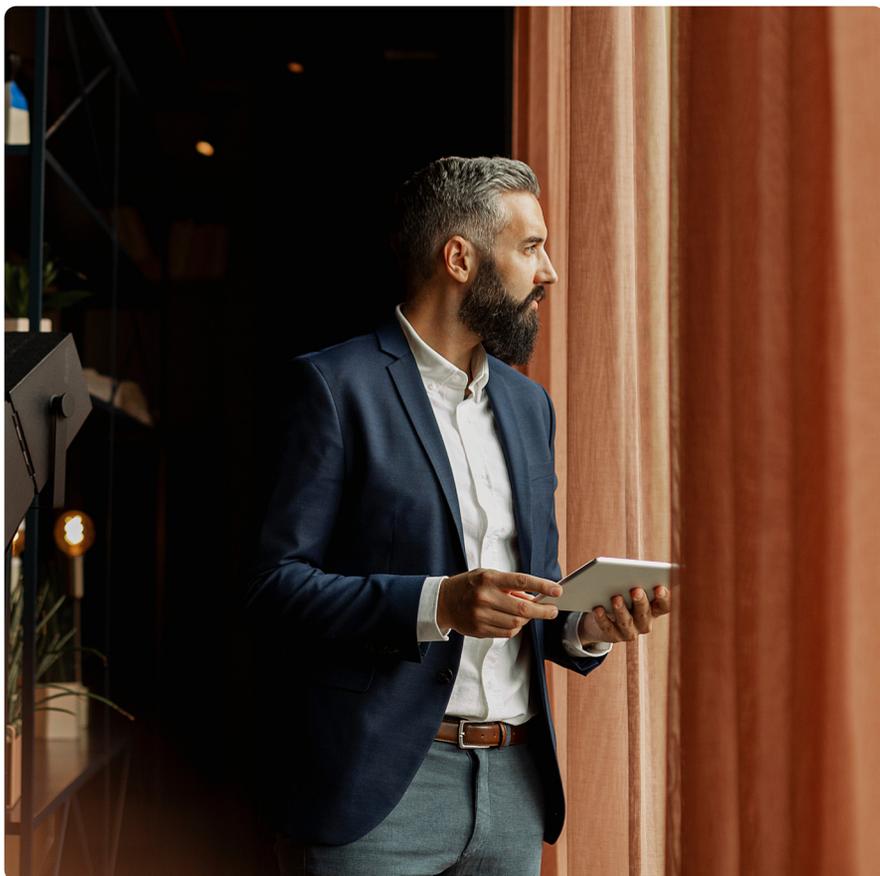
# Drivers for increased workforce analytics and planning.

The circumstances of the last couple years have forced HR teams to pull together the data and analysis to be able to answer critical business questions.

According to Sapient Insights Group's "25th Annual HR Systems Survey White Paper" for 2022–2023, 45% of organizations are conducting some type of enterprise-level workforce planning effort, and just more than 54% of organizations have adopted an additional application for the purpose of HR analytics and planning efforts.[1] The most predominant applications beyond Microsoft® Excel® continue to be those embedded in existing HRMS, payroll, and time management apps, with more than 54% of organizations leveraging some form of embedded HR application specifically for the purpose of analyzing HR data.

As the world changes rapidly and market and business conditions fluctuate daily, an increased need for continuous workforce planning recalibration is expected. This applies across the business and is most effective when organizations break down silos so that everyone can align and pivot more quickly.

As tricky as it is to navigate the macroeconomic and environmental shifts, leaders are also facing a new challenge: keeping up with a historic revitalization. Can leaders capture the opportunity before them and emerge even stronger? Can they hire at the pace they need to? These both might be easier said than done. As organizations run at a higher level they will have to navigate constant change, operating with precision and impact.

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> With Workday Adaptive Planning, we're able to analyze high volumes of data with multiple dimensions and pull detailed reports in seconds versus minutes.
>
> **Marcel Sakr**
> Director, People Services,
> Mondelēz International
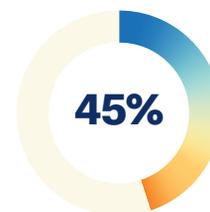
**45%** of organizations are conducting some type of enterprise-level workforce planning effort

The harsh truth is that most organizations struggle to keep up with the rapid pace of technological change, such as the introduction of AI, Gen AI, machine learning, and large language models (LLMs). In fact, 85% of CEOs say they see AI as a double-edged sword, despite 72% seeing it as a top investment priority.[2] There's an acceleration gap between the pace of change driven by new opportunity and the ability of an organization to capitalize on it—a strategic and growing problem with painful results. What's more, the growing pressure of market volatility and data volume will only widen the gap.

To be fair, the acceleration gap and many of the workforce dynamics that have surfaced as top priorities were already previously emerging factors, but the past few years have tested every organization's ability to respond. Organizations that have already undertaken digital transformation were better prepared to respond to workforce needs, reduce costs while driving efficiency, and take advantage of new business models or leverage innovation to generate new revenue streams. Those that hadn't yet were put on a path of digital acceleration, compressing years of digital transformation into the span of a few months in order to respond to repetitive disruption.

At Workday, our customers tell us they recognize the need for an HR reset. It is not only a time for digital acceleration and transformation to support digital and remote work and help hybrid work thrive, but also to do so in a human way with HR bringing the data to inform the plan and leading the change.

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We've moved into a new era where in order for businesses to survive and thrive, digital acceleration efforts must be prioritized and viewed as an integral part of overall business strategy. For businesses that haven't embraced digital acceleration, their data is stale and sitting in siloed systems, and the processes for using it are often slow, requiring outside resources to forecast plans and update systems.

**Aneel Bhusri**
Co-Founder and Executive Chair,
Workday
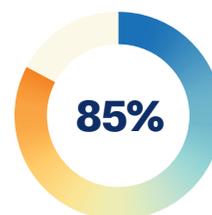
**85%** of CEOs say they see AI as a double-edged sword
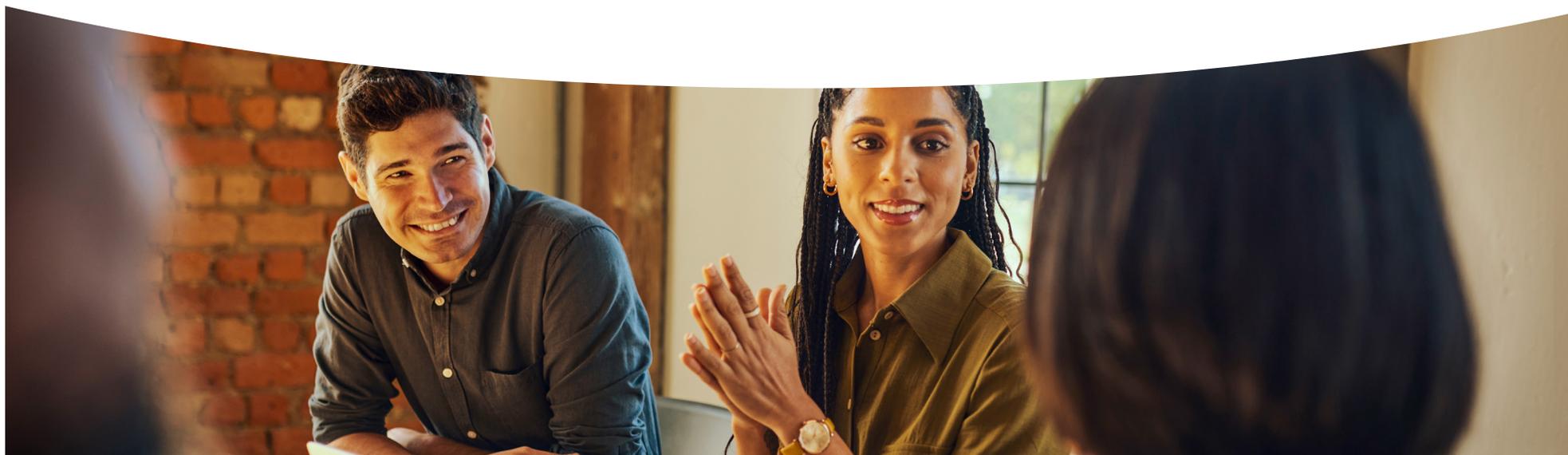
As we partner with our customers to help them shape the future of work by increasing resilience and agility and better managing change, it is our hope that we can provide the tools and guided processes necessary to enable remarkable employee experiences, increase productivity, and help everyone realize their full potential.

With its adaptable foundation, Workday Human Capital Management (HCM) is designed to address the challenges you face today and prepare your business for whatever the future brings. With transactions and analytics in one platform, you can drill into data and take action on it from anywhere within Workday HCM. Removing the separation between transactions and analytics means that you can manage your organization in real time, with agility and full confidence in data integrity. This foundation puts you ahead of the pack, accelerating growth with analytics and planning.

Whether you just deployed Workday HCM or are a longtime user, this eBook can give you a better understanding of how our products and tools work together to support specific planning scenarios and workforce outcomes. We've partnered with the Sapient Insights Group to provide more context around workforce planning and analytics and offer key considerations for building a strategy at your organization. Read on to learn the steps for creating workforce plans that keep pace with change. You can also find a general overview of each of our products in the **appendix**.

# Workforce analytics and planning today.

Organizations need data to respond to evolving business and workforce needs while also actively shaping more inclusive, engaging, and productive working environments and employees. And not just data—organizations also need to measure baselines, benchmarks, and insights; surface leading indicators for opportunities and risks; monitor plans against actuals; and use the data and analytics to inform change, adjust strategy, or course correct from early indicators.

Even under ideal conditions with minimal socio-economic disruption, the complexity of workforce analytics and planning today requires the extensive collection and manual analysis of data, alongside a robust cross-functional collaboration. But what happens when business strategy needs to change overnight, or an organization needs to meet surging labor demands in a particular region or for a particular type of labor or skill? How do you plan for roles when the roles themselves are being rapidly redefined and reallocated, or when you don't know which new roles or skills your organization might need in 12 to 18 months?

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With proper planning and execution, generative AI can transform how work gets done.

**Steve Chase**
AI and Digital Innovation Vice Chair,
KPMG

**"**

We transitioned from hundreds of manual spreadsheets in favor of a more flexible configuration on Workday Adaptive Planning, effectively eliminating our reliance on datasets that were disconnected from each other, which came with extra costs to administrate.

**Jeremy McCann**
Sr. Manager, Enterprise Workforce Planning and Forecasting,
Boeing

This is precisely why you need proactive and scalable planning and analytics capabilities that give HR business partners, line of business leaders, and people leaders access to insights that better inform decisions at all levels of the business, feed planning processes, and enable modeling scenarios. Additionally, consider the impact of integrated data: one source of truth that enables efficiency across teams and reduces potential risks for errors in data storage, definitions, and interpretations. When one source of truth feeds planning processes, integrated workforce planning at this level yields a significant competitive advantage, shifting an organization's response to emerging threats and opportunities across the enterprise from reactive to proactive.[3]

Consider the value your people analytics and workforce planning center of expertise (COE) can provide when the focus is on delivering insights versus spending time getting data from disparate systems and putting it into the necessary format for various ad hoc reporting requests or a massive annual planning process. This is the value of having one secure data hub to house all your data. Concerns around data readiness for analysis, permissions for access, systems consolidation, and data accuracy are essentially erased when data is effectively blended and secured in a reliable hub. Of particular note is the efficiencies this provides to HR analyst teams. With a single hub, teams can jump right in and deliver sustainable, proactive reporting and insight solutions to internal stakeholders rather than reacting and scrambling to assemble data into a digestible format that often results in insights that are delivered just in time—or worse, late.

## Complex and dynamic.

Most organizations have abandoned trying to create a massive, annual workforce plan that aims to put the right people in the right place at the right time because this "perfect" legacy planning approach simply cannot keep up with the pace of change.

Much of the workforce analytics and planning taking place today are more targeted toward answering a specific question, tackling a particular challenge, or helping your organization drive toward a specific vision or outcome—such as with diversity and inclusion. And while HR may be working on a specific strategic initiative, it also has to factor in planning for real progress with DEIB; supporting hybrid work, cultivating connection and innovation across locations; and meeting staffing needs in the interim. It is a complex, multifaceted, and dynamic orchestration of variables.

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> The benefit of an ecosystem with Workday Adaptive Planning, Workday Prism Analytics, and other Workday applications is that we can have all data in one location to look at the past and make informed decisions for the future.

**Stacey Bell**
Former Associate Vice President, Finance, Planning, and Analysis, Florida Atlantic University

## Data-driven.

As the world of work continues to evolve, it becomes more urgent for HR teams and the business to get answers to critical questions that inform plans and talent decisions, or provide a pulse on the organization.
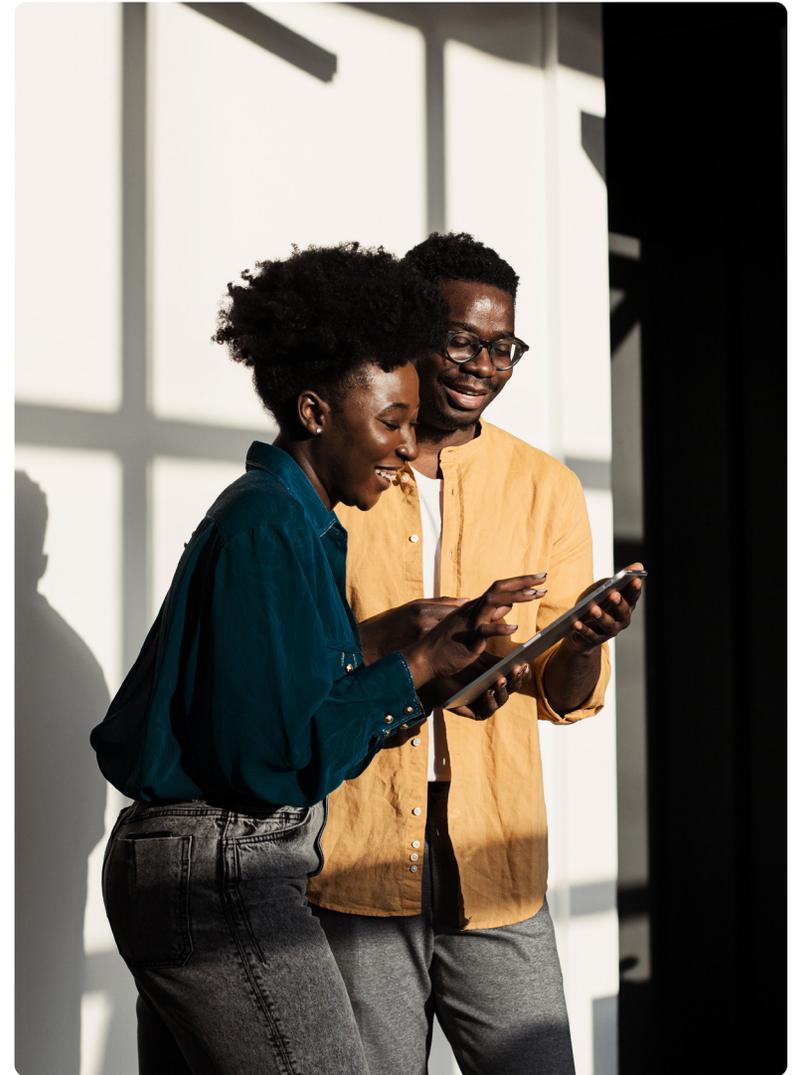
You need data at your fingertips to answer critical operational questions and build workforce plans that are intentional, focused, and timely, and that also expand to include the actions you will be taking to meet the needs of your workforce. Plans can be recalibrated when you have real-time access to data indicating, for example, that if you continue down the current path, your attrition risk increases or you will not meet your hiring goals.

This is the plan-execute-analyze-recalibration cycle. HR must be able to adjust to rapidly changing needs, monitor the impact and progress of its efforts, and recalibrate as these interconnected variables shift—requiring access to data from across the organization and the employee lifecycle.

## Continuous.

Conventional annual employee surveys, annual or biannual planning cycles, and siloed planning processes simply cannot support the agility required to detect changing circumstances early and adapt business and workforce plans accordingly. And because workforce data and analytics are required to fuel the planning process, access to accurate and real-time operational and workforce data "is the greatest differentiator for success in transforming workforce planning," according to a recent research study by HCI and Workday.

As the world continues to move toward digital transformation, we also want to move away from being reactive and using analytics and planning to respond to every crisis and change. It shouldn't be a survival mechanism. Your data and insights should work for you and your planning, not the other way around. More organizations are leaning away from longer-term planning and toward a continuous plan-execute-analyze cycle, while also working on specific initiatives tied to employee engagement or culture. This is the path to helping your people and your organization thrive again. In fact, the most successful organizations are using data as a competitive advantage to plan and take action continuously throughout the year to achieve desired business outcomes and help their people thrive.

# Democratization of data.

Not only does HR need data at the ready, but HR business partners and other business leaders also need access to data to pivot quickly. Each organization's plan will look unique based on its business strategy and environment. What's most important is that HR and business leaders can act fast when needed—exploring options, approving and executing plans as quickly as possible—and plan and adjust thoughtfully based on their business direction and access to data and information.

According to **RedThread Research**, one of the characteristics of responsive organizations is distributed decision-making. Distribution of authority, as well as data to better inform decisions, drives faster responses, higher engagement, and increased innovation. This is how people analytics as a function can deliver value across the organization: by delivering scalable analytics tools that provide self-service access to insights. At Workday, our goal is to support you in this endeavor.

Workday helps leaders understand where they are today compared to where they want to be, plan for how they'll get to a desired end state, and take action, all while keeping a continuous pulse on the state of the business and the well-being and sentiment of the workforce.

Using Workday, you can build a comprehensive picture of your workforce's health and design a strategy tailored to their specific needs. With sentiment data from Workday Peakon Employee Voice, operational or productivity data from Workday Prism Analytics, and key trends surfaced and highlighted via Workday People Analytics, you can create intentional and data-informed plans in Workday Adaptive Planning.

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There are a lot of things working well with Workday Adaptive Planning. We are pleased that users can easily go into the tool to quickly see the data and gather insights. They can run reports and have control over the ability to go in and populate the data themselves, then see it flow in there. This is probably the biggest win for us.

**Ryan Brown**
SVP, Enterprise Applications,
The Howard Hughes Corporation

## Continuous recalibration and coordinated, cross-functional workforce planning.

Continuous recalibration—monitoring performance and making adjustments to the plan—is essential for business alignment and achieving organizational goals. But what do we mean by that, and what is coordinated, cross-functional workforce planning?

Traditional planning, which is finance-led and focused primarily on budget and headcount, can be too narrowly focused to ensure that each business unit—and its goals and talent strategy—is aligned to the overarching business strategy. Effective planning unlocks the ability to continuously anticipate change and quickly operationalize a coordinated response at scale. It helps organizations stay ahead of the competition, despite radical instability and disruption. Effective workforce analytics and planning positions HR as a strategic advisor to the business by aligning workforce and key business objectives across the organization, making integrated workforce planning a powerful tool.



## The benefits of continuous recalibration and coordinated, cross-functional workforce planning.

Organizations can leverage robust strategic workforce planning and analytics capabilities to analyze their workforce and determine the steps they must take to ensure they have the necessary talent to meet their business objectives.

It's clear that workforce planning and analytics activities are more critical now than ever before. Among global employers across multiple industries including communication services, healthcare, IT, transportation, financials, and more, 4 in 5 report difficulty finding the skilled talent they need.[4] And, by 2030, some estimates calculate we can expect a talent deficit of 85.2 million workers.[5]

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With conditions in constant flux, companies need to continuously plan, execute, and analyze to move forward. Our customers' ability to break down silos between HR, finance, and IT—and the respective data—is essential to effectively pivot and succeed. There was a time when companies could do an annual plan, execute, and then check back at the end of the year and see how they did. That reality is long gone.

**Aneel Bhusri**
Co-Founder and Executive Chair,
Workday

A sound approach to strategic workforce planning provides support for most aspects of the talent lifecycle. As an organization is thinking through its strategy, there are a few things to keep top of mind.

**Model workforce dynamics on your most critical workforce segments.** Model hiring, transfers, and retention plans with driver-based assumptions to see the cost impacts instantly. Factor in global or local business drivers that can affect your staffing plans.

**Align workforce plans with business goals.** Identify ways to close skills gaps across business units and functions. Then collaborate to turn your workforce plans into talent acquisition strategies. Report on the outcomes.

**Keep a pulse on your talent needs.** Leverage analytics, including intuitive dashboards, scorecards, and reports, to monitor costs, view open positions, and break down the workforce by any number of dimensions. Use these insights to address root causes of workforce issues and quickly course correct as business conditions change.

Organizations, and in some cases, business units within an organization, have different levels of capabilities, resources, and technology to complete their strategic workforce planning activities. Using a maturity model approach is helpful for companies to see how they rank against different levels of planning, what actions they should consider completing at each level, and what it takes to progress to a higher level of maturity.

Not every company will need to start at level 1 (see maturity model on the following page), and each organization should evaluate its process and determine what steps are needed to evolve its workforce planning maturity.

Having robust technology solutions helps organizations improve productivity and save time—not only the time it takes to get up to speed with developing a process, but also with the time involved in moving up the maturity curve.

## Headcount and cost planning.

Headcount and cost planning is budget-driven and focused on the current state of the workforce within the organization. Operationally, this means providing centralized human capital data and reports, leveraging HRIS and spreadsheet analysis.

## Workforce capacity planning.

Workforce capacity planning looks at forecasting the difference between the supply and demand of your workforce. Variances between plans can be addressed through what-if modeling scenarios to allow HR and finance teams to plan for the optimal output of the workforce. Workday machine learning can expedite this process with automatic anomaly detection and predictive forecasting to make decision-making even smarter.

# The Workday maturity model for workforce planning. [6]

**Skills-Based Workforce Planning**

Workforce planning with skills to better align talent to the work that needs to be done today and in the future.

**Strategic Workforce Planning**

Aligning people plans with your organizational goals. Enabling key stakeholders to be involved in the planning process driving accuracy and ownership of the plan for continuous planning that adjusts to changing business strategies.

**Workforce Capacity Planning**

Forecasting the difference between supply and demand for your workforce.

**Headcount and Cost Planning**

Ensuring an organization's workforce plan stays within budget.

## Strategic workforce planning.

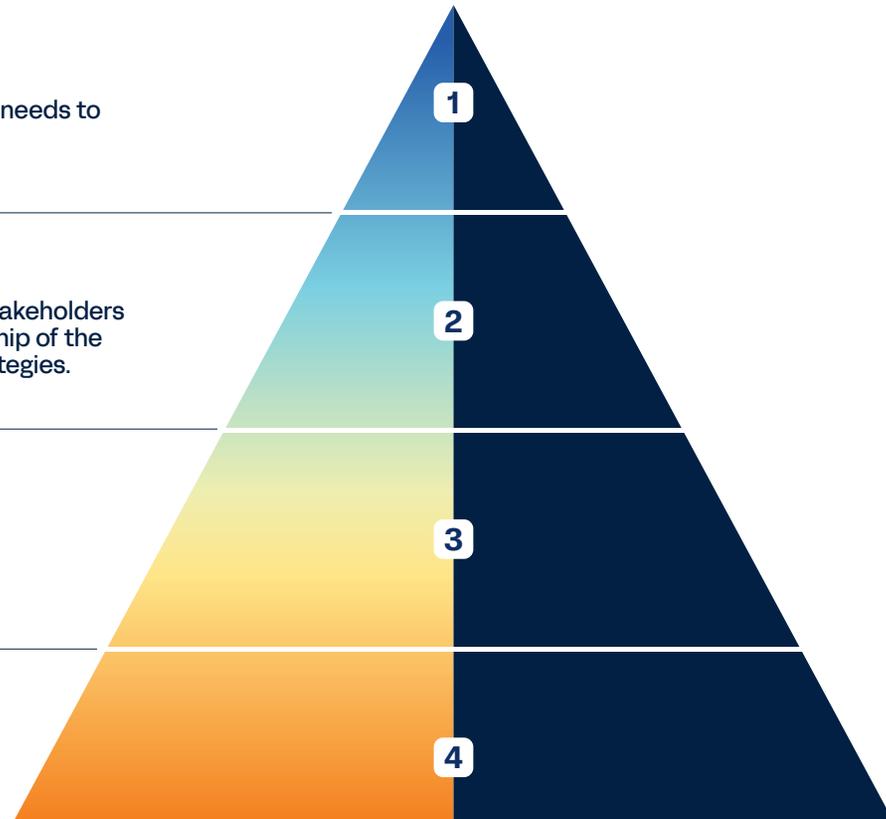Strategic workforce planning looks at aligning your people plans with your organizational goals, and enabling key stakeholders to be involved in the planning process to help drive accuracy and ownership of the plan for continuous planning that adjusts to changing business strategies. Strategic workforce planning includes taking operational inputs to identify critical talent segments, running what-if scenarios to determine possible future states, assessing gaps between the desired future and current states, continuously monitoring progress in closing the gaps, and moving from static monitoring to more-agile approaches to updating models. At this level, organizations refine their processes and templates, hire resources for advanced analytics skills and capabilities, implement more-robust technology solutions, and provide interactive dashboards and planning tools with continually refreshed data.

## Skills-based workforce planning.

Skills-based workforce planning means understanding employees as a composition of skills rather than by individual job function and aligning that composition to the skills requirements for the work that needs to be done. When organizations look at their employees through a skills lens, it allows them to understand the capability of their workforce and better align their talent to the work that needs to be done today and into the future. This involves:

**Skills-based demand planning.** This provides additional granularity for your headcount and cost planning through skills composition. Skills become a planning dimension in the same way that location, supervisory org, and more are today.

**Skills-based capacity planning.** This demand and supply planning resource also adds granularity of skills to make planning decisions.

**Closing the skills gap.** This is demand and supply workforce planning where skills are the demand and the planning process is how best to close the skills gap; for example, grow, flex, hire decisions.
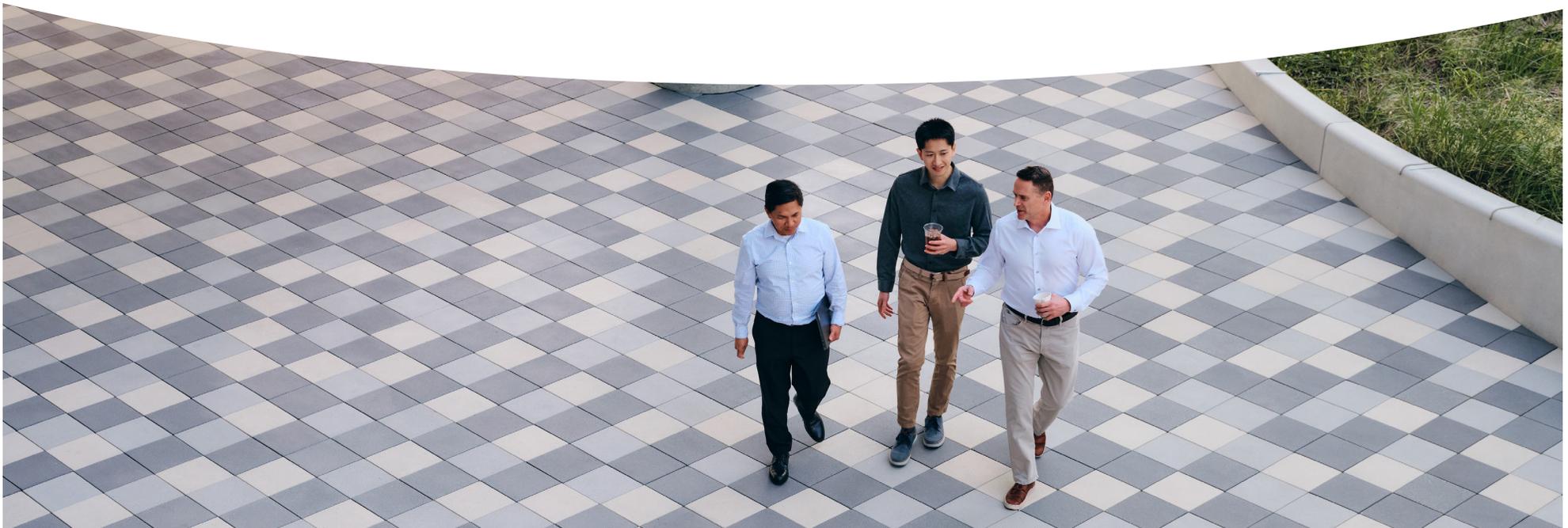
# What it takes to execute the workforce planning process.

When done effectively, workforce planning is a continuous feedback loop—leveraging internal and external metrics identified to assess and inform plan adjustments and feed the next round of strategic planning.

It all starts with data-driven, strategic business planning: the process of setting an organization's goals, strategy, and future actions with the purpose of increasing its ability to grow, increase financial outcomes, meet its mission, and/or increase future sustainability. Strategic business planning is an analysis of investment and risk in relation to the possibility of positive outcomes.

**Data-driven strategic business planning.**

Implement Continuous Monitoring

Workforce Analysis Internal/External

Gap Analysis Scenario Planning Talent Strategy

Predictive Analysis Evaluate Supply and Demand

**A planning process generally consists of these steps:**

### 1. Identify the problems you're trying to solve, and the opportunities or outcomes you are trying to achieve, and determine how much usable data already exists within the organization.

This stage is critical to successfully completing the remaining steps of the process so that the organization isn't wasting time addressing a problem that won't bring about significant outcomes. This first step requires an honest, objective, and thoughtful look at what's happening in a business and how workforce planning can assist in meeting the outcomes the organization wants to achieve and identifying opportunities to improve specific situations using data and insights.

Once the problems, opportunities, or potential outcomes have been identified, a gap analysis can be completed to identify where usable, trusted data sources already exist within the organization for use in the remaining analysis. For example, **core HR reporting** in Workday delivers secure self-service access to analytics and reporting, enabling a user to perform analysis in the same system where transactions occur and giving them unique insights and agility.

Unlike two decades ago, when diversity efforts were often part-time and data was scarce, diversity, equity, inclusion, and belonging programs today align around robust data from sophisticated people analytics capabilities.

An organizations' plan for DEIB often begins with the data, and because leaders can't manage what they can't measure, they are seeking to apply the same rigorous, data-driven processes that drive the rest of their business operations.[7]

### 2. Take inventory and forecast the current market (environmental) conditions.

It's important to complete an analysis of both the macro and micro environmental elements that will affect your workforce strategy. A macro analysis should look at the ongoing repercussions on talent supply and demand, along with economic and social trends and virtual recruiting techniques. This should be matched with a microanalysis that includes competitor intelligence, future business plans, skills gaps, and internal talent pools, as well as diversity, equity, and inclusion considerations. Interpreting and analyzing this data creates the market intelligence you need to inform your workforce planning process. **Workday People Analytics**, which includes augmented analytics to focus attention and cut through the clutter, ensures organizations don't miss hot spots, opportunities, and risks while developing a plan.

## 3. Formulate multiple approaches to address the needs or achieve the outcomes.

Scenario planning allows organizations to evaluate multiple approaches to meeting future workforce requirements. These scenarios typically include looking at options for external recruiting, reskilling and upskilling current employees, contingent staffing, and outsourcing. For example, you might consider external recruiting to address future workforce gaps. But you have to factor in forecasted supply and demand, the type of workers you need, diversity-related considerations, cost and time, and more. No matter how efficient the talent acquisition process, it most often takes longer to source, hire, and develop new people than to reskill or upskill current employees. And if the organization's future is projected to be highly dynamic, contingent staffing or outsourcing may provide more flexibility.

Creating scenarios and standardizing workforce plans across complex and diverse business units with **Workday Adaptive Planning** allows you to manage a single strategic workforce model across the entire enterprise while building specific business and revenue models for individual business units. With driver-based, what-if scenarios of the workforce mix and timing, organizations can better align their people with their corporate plan through top-down or bottom-up workforce planning processes, or both.

## 4. Leverage analytics to find impactful adjustments to your workforce plan.

Gaining insight into the entire employee lifecycle is one of the biggest opportunities for HR and workforce planning experts to be more agile in their workforce planning efforts. Using analytics in this way allows you to surface information about employee turnover, tenure, and hiring to obtain a holistic understanding of the current state and how it may affect your workforce plans in the future. This means:

- Knowing which skillsets deliver business results and how that compares to the skillsets of your current workforce

- Identifying patterns and anomalies to spot talent gaps

- Linking increased labor demand to specific times of the year, season changes, and calendar events, and incorporating these analytics into workforce planning to avoid labor shortages and prevent employee burnout

With **Workday Prism Analytics**, HR and finance have a data hub built right into the system of record, bringing together the data they need while maintaining integrity, providing access to decision-makers without compromising security, and supplying intuitive tools that make insights from disparate data sources easier to generate and consume.

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I'm pleased that we can pull in the freshest, most live data from Workday into Workday Adaptive Planning seamlessly. I love how all the data is located in one system versus multiple Excel spreadsheets. And, I love how Workday and Workday Adaptive Planning are both really connected via just a click of a button.

**Niaz Khan**
Former Vice President, HR Technology Consultation and Development, Commerce Bank

Additionally, **Workday Peakon Employee Voice** enables continuous listening across the entire employee lifecycle, with real-time visibility into employee engagement, sentiment, and productivity. This gives you insight into multiple feedback channels and enables you to see what matters to your people, capture sentiment, immediately analyze the data, and create prescriptive action plans. This way, you can deliver meaningful employee experiences where all employee voices are heard and answered.

### 5. Evaluate the risks and benefits of various approaches to select the best plan(s) and set milestones and measurements for success.

Identify and rate the risks identified in your model. The process of determining the significance of estimated risk, as compared to the benefits, can never be a completely scientific process. But using data to measure risk and the trade-off between perceived risks and benefits is key.

Using data can help you choose the best plan of action to mitigate risk. This can be in the form of professional judgment, using historical precedent or formal analysis of a modeling problem and calculating the impact of the best decision.

**Workday Adaptive Planning** provides the framework, shared data, and workflow needed for greater collaboration as you're building dynamic, flexible workforce plans. It also provides a bridge between HR and finance data, linking workforce plans to financial models with up-to-date headcount plans and related costs.

### 6. Assess the progress made toward the plan on a continuous basis and adjust as needed.

Reviewing and adjusting workforce planning and analytics processes isn't a one-step action. Continuous evaluations provide a methodology for improvement at any point in time to optimize results.

Analytics solutions from Workday enable you to complete an ongoing assessment of workforce planning and analytics that encompasses current processes, sources of data, and technology used in the activities. It also supports determining efficiency and effectiveness of strategic workforce planning and whether progress is being made against expected results. These tools include:

- **Delivered dashboards and standard reports**—Robust, prebuilt, customizable, and build-it-yourself dashboards and reports to visualize and understand workforce data

- **Discovery boards**—Ad hoc, real-time analysis to visualize trends

**Here's a look at how you might think about divvying up these shared responsibilities.**

**Business and people leaders:**

- Give strategic guidance and context
- Provide business scenarios and related workforce solutions
- Manage implementation and communication

**Line of business and HR business partners:**

- Identify critical workforce segments, gaps, and "what-if" scenarios
- Close gaps by executing on workforce strategies

**Head of analytics and planning/center of expertise:**

- Define workforce planning and analytics processes and provide guidance and templates
- Provide an objective single source of data in workforce planning
- Ensure communication and training of all stakeholders (HR and business)

Organizations operating at the highest level of workforce planning maturity may have established a workforce planning and analytics COE, streamlining their ability to optimize processes, assemble subject matter experts, and build out technology infrastructure. Building out a COE also reinforces that the organization has an evidence-based, data-driven culture that embraces testing hypotheses to address workforce priorities.

**Shared accountability gets the work done.**

Strategic workforce planning happens in multiple areas within the organization—most commonly within HR, finance, and the business unit. Best practices show that conducting workforce planning and analytics should be a shared responsibility across multiple groups that include business or people leaders, HR business partners (HRBPs), and a center of expertise (COE).

**Business**
Strategic Guidance

**HRBP**
Process Facilitation

**COE**
Process and Quality Guidelines

## A robust COE typically has many different roles.

**Leader or head of analytics and planning:** The person in this role sets the strategy for the COE, and is responsible for project coordination, management, and communication to key stakeholders. The COE leader partners with HR, finance, and business units to determine COE requirements, and partners with other COE leaders in HR such as talent management, rewards, and so on to ensure integration of services where appropriate. This role works with the business to finalize unit-level plans and integrate them with budgeting, capital expenditure, and other planning cycles. The COE leader is also responsible for governance, including tracking and reporting on success measuress.

**Workforce analytics and planning specialist:** The specialist collects and analyzes HR data, develops dashboard templates, provides regular reporting, offers actionable analysis, and collaborates with HRBPs on requirements for the business units they support.

**Data integration specialist:** The role of this resource is to develop and maintain a data acquisition strategy, methodology, and key process. They develop data models, provide support for resolving data issues, are responsible for ensuring overall integrity of the data, assist in building out dashboards, and support continuous process improvement.

**Technical resource:** This team member assists with data extraction from the various systems leveraged in the process, supports the technology infrastructure, and provides database administration or other technical support as needed for the functional team.

Underpinning all strategic workforce planning and analytics activities is technology. Applications and tools should support analytics and planning efforts to help organizations capture, store, govern, analyze, report, and share past, present, and future workforce information. These apps may also provide statistical analysis and proprietary algorithms that can deliver insights, recommendations, predictions, scenarios, and forecasts to be used for decision-making and workforce planning purposes.

These tools and resources are critical components required to support the organization's vision and achieve strategic outcomes that enable you to:

- Build powerful workforce models to handle complexity

- Create multidimensional models that map everything from financial goals and strategic initiatives to how you run your business

- Plan for internal and external organizational change

- Prepare your organization to meet future demand and deliver on strategic goals, including scenarios for one-time events, such as restructures or mergers and acquisitions

- Link operational workforce plans to strategy

- Collaborate with your recruiting team and HR business partners to hire or develop the talent you need

- Weigh bottom-up business operations input against corporate initiatives and top-down plans

- Democratize the data so that multiple users can access it

- Build a unified, trusted data source

- Provide reports and configurable dashboards to gain the data-driven insights you need to build a more engaged, diverse, and resilient workforce—while measuring your progress along the way

## Workforce planning in action.

See how Workday customers are leveraging our broader suite of products to achieve better workforce planning outcomes in this **video playlist**. [no hyperlink provided in original doc-blank link]

For a more in-depth exploration of workforce analytics, check out the Workday eBook *The Ultimate Guide to Workforce Analytics*.

# Appendix: How Workday enables strategic workforce planning and analytics.

We know that as an HR or a people analytics leader or workforce planning lead, you need to be able to quickly understand how your workforce is performing, how they are feeling, what they need, and where talent needs for the business are shifting. It's clear that the most successful organizations are using data to bounce back faster from disruption to ensure the business and their people thrive.

Workday delivers a full spectrum of workforce planning, reporting, and analytics solutions to help you do just that. With Workday, you can tackle what is top of mind with timely and secure insights that can inform targeted, strategic plans. In this overview, discover how our tools work together to give you a more complete picture of your workforce and empower people leaders and HR business partners to deliver on a talent strategy that balances current needs with longer-term strategic objectives.

We strive to support our customers in this complex and rapidly changing world of work by helping them uncover insights and develop plans with a unified platform so data directly informs how to plan for and tackle workforce challenges, including performance, sentiment, changing needs, and talent gaps.

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Workday Adaptive Planning is helping more than 6,000 companies take control and plan proactively for their futures by providing continuous planning, company-wide planning, deeper insights, and the ability to adapt and perform at scale.

**Dennis Yen**
Vice President, Security Products,
Workday

## Workday core reporting and analytics: The analysis toolkit.

**Workday core reporting and analytics** is the standard toolkit of reporting and analytics capabilities that comes included with Workday HCM. Any data that sits within Workday HCM can be used to create reports and dashboards, and perform ad hoc analysis in discovery boards. What's unique about Workday core reporting and analytics is that the toolkit enables you to analyze real-time data in the same place you manage your people and money, meaning:

- **Faster transition from insight to action:** Instead of jumping back and forth between analytics and HR tools, you can seamlessly feed insights into products across the Workday ecosystem, such as Workday Adaptive Planning. You can also directly embed insights into business processes for better in-line, data-driven decision context.

- **Faster distribution to your people:** No need to teach your people how to use yet another tool. Make insights accessible in a place they already have access to in a platform they already know how to use—Workday. Insights can be embedded into employee profiles and home pages for seamless discovery and access. They can also be used to create slides and worksheets in Workday for presentations and collaboration, without removing sensitive data from the Workday security model.

With our reporting and analytics capabilities leveraging the single architecture and common object and security model, everyone can easily access the analytics they need and act on what they see. With a consistent data model across the Workday suite, everyone is working from the same dataset and your organization is well positioned to leverage data for planning and better-informed decisions at every level of the organization.

## Workday Prism Analytics: The data hub.

Decision-critical information can often live in various systems across your data ecosystem. Workday Prism Analytics is a data hub that enables you to bring this data into Workday to create a powerful source of truth for HR and finance. It gives you the ability to ingest, secure, manage, and transform external data together with Workday data and then unlock its full value across the Workday ecosystem. Don't just stop at analysis—data in Workday Prism Analytics can be used for so much more.

**Analyze:** Create reports and dashboards in Workday core reporting and analytics.

**Share:** Create presentations with slides, collaborate in spreadsheets, embed insights into employee profiles and home pages, and directly feed insights into business processes for better in-line, data-driven decision context.

**Act:** Feed the data into Workday products such as Workday Adaptive Planning to create more strategic workforce plans, and into Workday Extend for more-robust custom applications.

Getting value quickly with Workday Prism Analytics:

- External historical people data and contingent worker data can give leaders more comprehensive insights into total workforce trends

- External payroll data and time-tracking data can empower leaders with more-accurate total cost of workforce insights

- External learning and recruiting data can provide leaders with a more complete picture of the talent pipeline and where the opportunities are to upskill the workforce

## Workday People Analytics: The HR guide.

**A delivered augmented analytics solution that does the work for you, highlighting where to focus your efforts.**

Workday People Analytics is an augmented analytics solution that leverages AI technology to uncover key trends and highlight top drivers, relevant risks, and opportunities from detailed datasets across key priorities, including diversity and inclusion, organization composition, retention and attrition, hiring, talent and performance, and skills. Its storyteller engine presents datasets and predefined metrics with easy-to-understand, auto-generated narratives that help build a unified story of what is happening within the business alongside user-specific insights and visualizations for continuous action. Workday People Analytics improves business outcomes by delivering meaningful insights, helping leaders prioritize what will drive the biggest impact. It immediately adds value by automating insight discovery, helping you to identify trends that you might have missed or didn't know to look for and freeing up your analysts for more strategic tasks.

## Workday Peakon Employee Voice: The listener.

Workday Peakon is a powerful tool to continuously capture employee sentiment with intelligent listening. **Workday Peakon Employee Voice** brings the voice of the employee into your data. It delivers the "why" to complement the "what" of your workforce data, helping you to better uncover real-time employee engagement, belonging, and sentiment insights.

Workday Peakon Employee Voice unlocks sentiment data in a new and game-changing way. It's a powerful employee listening technology that allows you to capture the voice of the employee with in-the-moment pulse surveys and real-time sentiment analysis. When you can truly understand your people, you can act faster and take the most appropriate action to ensure they feel heard and valued. It not only brings their voice to the decision-making table, but it also gives managers and employees direct agency, empowering them with information and transparency through benchmarks of their team experiences and suggested actions, and greater visibility into leadership's responses to feedback.

## Workday Adaptive Planning for the workforce: The planner.

This robust planning platform helps your workforce flex with the future. With **Workday Adaptive Planning** for workforce planning, you can bring HR, finance, and operations together to create workforce plans that keep pace with change. Workday streamlines workforce planning so you can model, forecast, and budget your workforce all from the same unified data core. Our platform is designed to deliver actionable insights that can help you make better decisions, meet your business goals, and build smarter plans more efficiently, whether you are modeling your workforce dynamics, aligning your workforce plans with your business goals, or keeping a pulse on your talent needs.

Workday Adaptive Planning for the workforce takes all the data and insights from across Workday and enables HR and business leaders to bridge the divide from where they are today to where they want to be based on their business strategy and objectives. In order to realize their goals, leaders need to make good decisions about how to optimize talent. Workforce planning allows them to plan among key stakeholders in the business and with finance in order to do just that. By modeling and forecasting different plan options, you can determine the best approach to ensure you have the right talent in the right place, and that both short-term and long-term objectives are being met.

This could span planning how you achieve belonging and diversity goals over the next year through recruiting initiatives or learning programs, to planning how you grow, acquire, or borrow talent over the next five years to address any anticipated skills gaps in your future workforce based on your business direction and market trends.

Once a planning process or modeling process is complete and a plan is approved, monitoring efficient execution against that plan, as well as continuous adjustments over time as new information comes in, can also be done via a dedicated user interface for bottom-up headcount planning accessible from within Workday HCM. This is essential to a continuous planning model where you recalibrate to inform the next plan cycle or scenario.

Workday Adaptive Planning for the workforce provides robust multidimensional modeling and scenario planning capabilities that scale to address the workforce planning needs and complexities of your organization, regardless of size or industry.

## Sources

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[4]   ManpowerGroup, "Global Talent Shortage"; 2023.

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