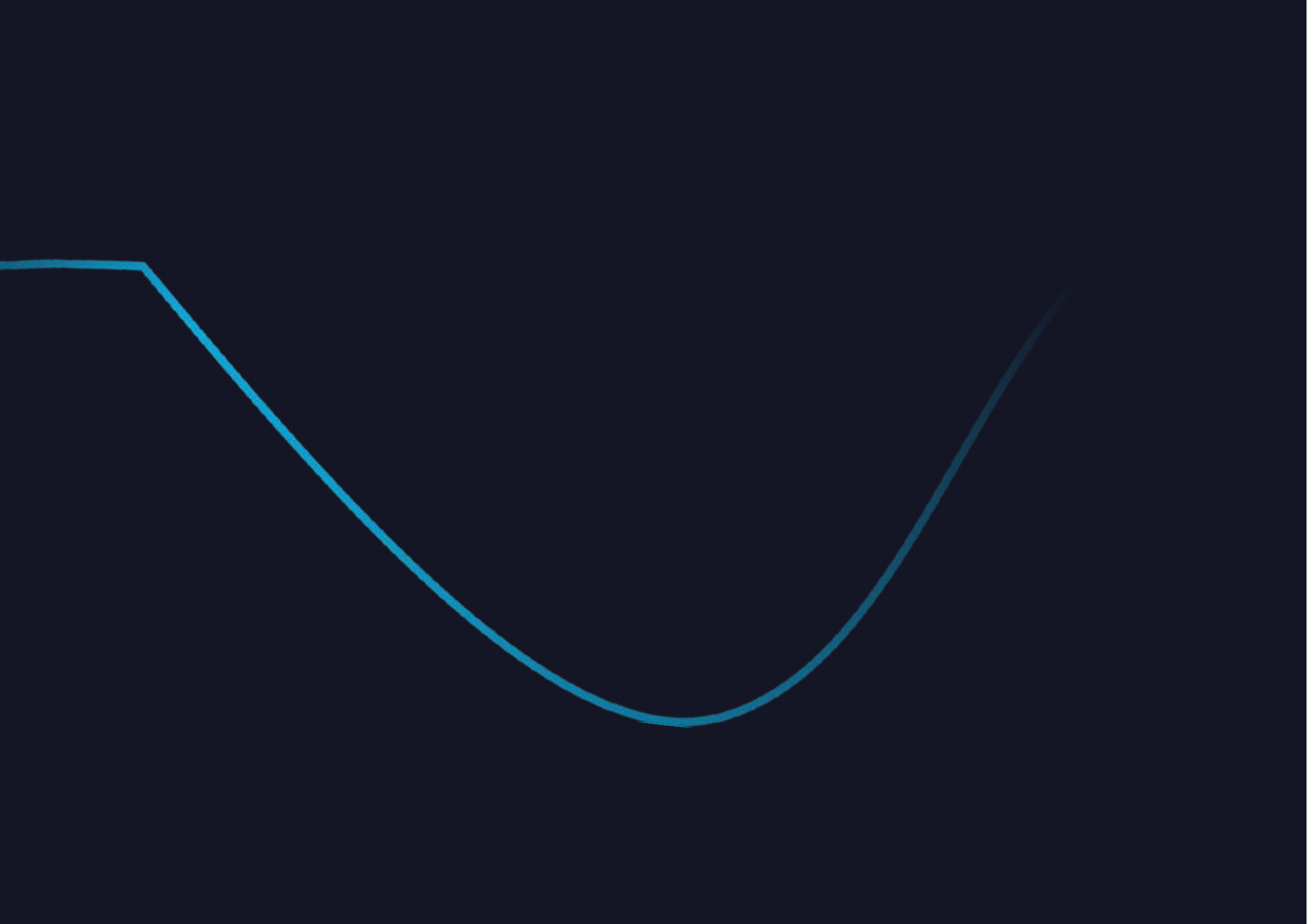


Capgemini  invent

HR CLOUDWATCH 2023

Continuous Learning





EXECUTIVE SUMMARY

In recent years, the Human Resources environment has experienced a profound transformation, primarily driven by the emergence of HR Cloud technologies. These innovative solutions have marked a new era, redefining how organizations manage their workforce by introducing seamless integration, real-time data analysis, and elevated employee experiences. Amidst this digital revolution, Continuous Learning, also known as Lifelong Learning, has emerged as a cornerstone of modern business success, instilling a culture of perpetual development and growth among employees.

Continuous Learning represents a pivotal catalyst for success in the business environment, equipping organizations with a competitive edge by empowering their workforce with required skills and knowledge. At the heart of this transformative shift towards lifelong learning are HR Cloud

solutions, revolutionizing traditional Learning & Development (L&D), Performance Management, and Strategic Workforce Planning (SWP) processes.

This report immerses itself in the evolving dynamics and challenges faced by HR in the context of Continuous Learning, with a dedicated focus on understanding these processes from the employee-perspective—the true beneficiaries of HR initiatives. We explore the Moments That Matter within their journey and examine how HR Cloud solutions act as essential enablers in enhancing these pivotal moments.

Furthermore, we dissect the technical functionalities of HR Cloud solutions that underpin the success of these critical Moments That Matter. Additionally, we provide an overview of vendors offering these vital technical capabilities that enhance

the employee experience within these specified moments. To illuminate the path forward, we showcase real-world success stories of organizations that have successfully selected and implemented HR Cloud solutions, with the assistance of Capgemini.

In essence, this report is a resource for organizations looking to leverage HR Cloud solutions for Continuous Learning, streamlined HR processes, and a competitive edge in the dynamic business environment. It provides insights into HR market developments, allowing organizations to make informed decisions between All-in-One and Best-Of-Breed Cloud HCM solutions tailored to their specific needs. The report emphasizes the importance of embracing HR Cloud technologies and showcases their potential benefits.

TABLE OF CONTENTS

01	INTRODUCTION	3
02	HR TRENDS & CHALLENGES	4
03	CONTINUOUS LEARNING	6
04	DEEP DIVE LEARNING AND DEVELOPMENT	9

05	DEEP DIVE PERFORMANCE MANAGEMENT	16
06	DEEP DIVE STRATEGIC WORKFORCE PLANNING	23
07	OUR TEAM	31
08	CONCLUSION	32





01

INTRODUCTION

The realm of Human Resources has undergone a profound transformation in recent years, driven by the advent of HR Cloud technologies. These innovative solutions have revolutionized the way organizations manage their workforce, enabling seamless integration, real-time data analysis, and enhanced employee experiences. As businesses embrace the digital age, one trend that has gained immense momentum is the concept of Continuous Learning, also known as Lifelong Learning, which aims to foster a culture of perpetual development and growth among employees.

Continuous Learning has emerged as a key driver of success in the modern business landscape, offering organizations a competitive edge by empowering their workforce with up-to-date skills and knowledge. HR Cloud plays a pivotal role in facilitating this paradigm shift towards lifelong learning, transforming the traditional Learning & Development (L&D), Performance Management, and Strategic Workforce Planning (SWP) processes.

This report delves into the developments and challenges faced

by HR in the realm of Continuous Learning, with a deep dive into the processes that facilitate this crucial trend: Learning & Development, Performance Management, and Strategic Workforce Planning. However, what sets this analysis apart is the deliberate emphasis on placing the end-user perspective, namely the employees themselves, at the focal point of our considerations. From an employee perspective, we will explore the Moments That Matter within their journey and how HR Cloud solutions provide the necessary support to enhance these critical moments. Additionally, we will dive into the underlying technical functionalities of HR Cloud solutions that drive the success of the Moments that Matter. Subsequently, an overview will be provided of vendors that support the before-mentioned technical functionalities that have been outlined as contributing factors to enhance the employee experience in the specified Moments That Matter. Finally, real-life use cases of organizations who successfully selected and/or implemented the HR Cloud solutions for their specific needs with the help of Capgemini will be highlighted.

02

HR TRENDS & CHALLENGES

In a landscape where transformation is essential, companies have to respond swiftly and decisively. Future work dynamics are cultivated through disruptive forces, visible both at the macro level through technological and societal shifts, and at the micro level encompassing human and organizational changes. Some examples of disruptions are:

ON A MACRO LEVEL



Technological Transformation

- New sources of value creations; platforms, platforms, platforms
- Ai, automation, and human augmentation
- Increased contextual tailoring and personalization
- Accelerating speed of adoption



Societal transformation

- Social mobility and stability
- Privacy, GDPR, ethics and learning to live with AI
- Political disturbance and uncertainty
- Consequences of global health crisis/pandemic, war and scarcity of resources
- Climate change and extreme conditions

AND ON A MICRO LEVEL



Human transformation

- New talent ecosystem; the rise of the gig economy, fluid and nomad workforce
- **Employability and life-long learning**
- Aging workforce
- Changing family structures
- The new normal
- Urbanization and moving outside the city



Organizational Transformation

- Race to innovate
- New occupations
- New social contracts
- Data
- Deconstruction of work and roles into tasks and skills
- Distributed intelligence human vs. machine

THESE DISRUPTIONS AND CHALLENGES REQUIRE HR TO SHIFT FOCUS TO...

Personalized and digitized HR

Continuous learning and development

Culture of transparency and feedback

Purpose and speed to value

This HR CloudWatch centers around the concept of Continuous Learning. In today's dynamic business ecosystem, HR's strategic focus lies in cultivating an agile workforce that can seamlessly re-skill, adapt and learn. Navigating the rapid and constant changes demands a culture of continuous learning, allowing organizations to flourish. This paradigm shift from job-oriented to skill-based approaches is pivotal for employee retention, acquisition and training, ensuring a competitive edge amidst the ever-evolving landscape.

03

CONTINUOUS LEARNING

Environmental changes, political instability and disrupting technologies make it evident that organizations need to actively shape and adapt their workforce to become future proof. This leads organizations to make structural changes in their workforce and their HR department. Capgemini Invent created a vision called Reinventing Work that covers all elements required of organizations to adapt to future needs. One of the key pillars is to reinvent HR to be ready for these structural changes

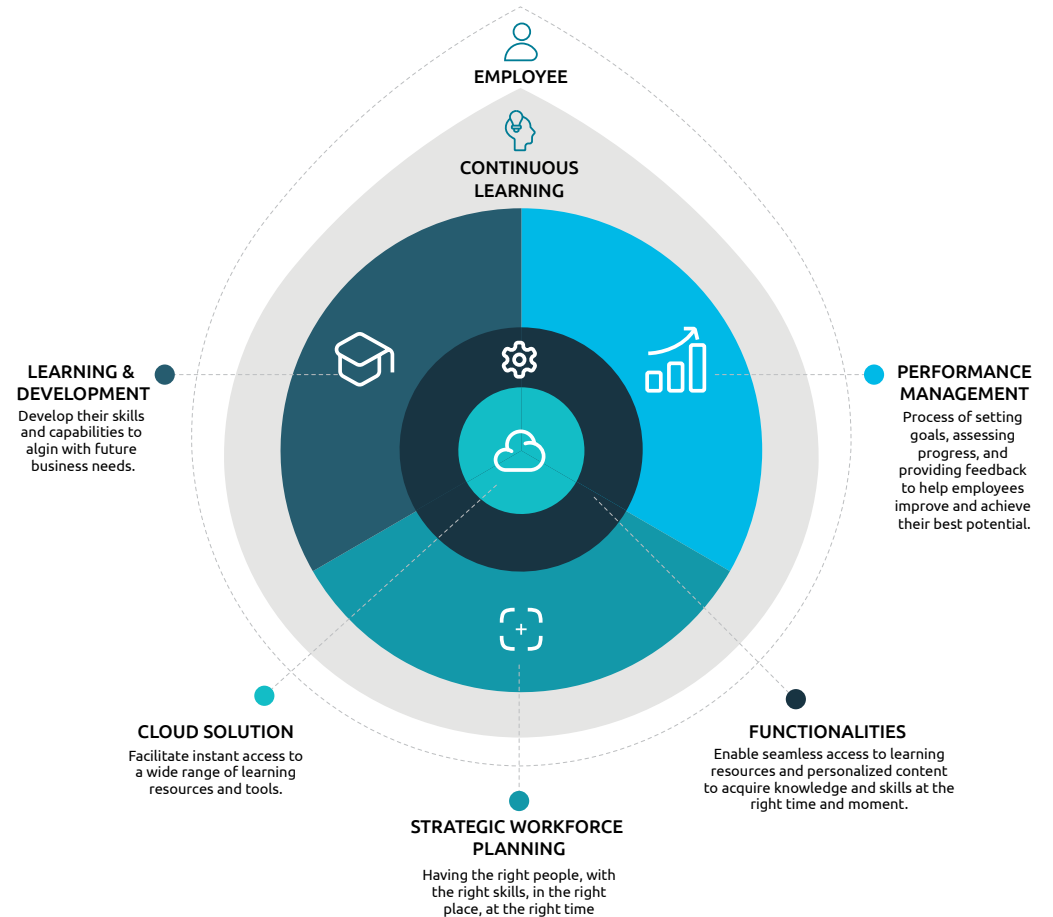
This report, the HR CloudWatch, has a narrower scope and its focus is to articulate how HR technology can shape the future. In this release our spotlight falls upon the challenge of evolving into a continuous learning organization and fostering this transformative mindset within employees. The HR processes that converge and intertwine with the central theme of Continuous Learning encompass: Learning & Development, Performance management, and Strategic Workforce Planning.

- **Learning & Development**

Learning and development is of vital importance to facilitate employees in learning new skills and to develop their skills and capabilities to align with future business needs. To develop the organization, learning communities and knowledge sharing platforms need to be adopted into the cloud operating systems.

- **Performance management**

Within continuous learning, the area of performance management plays a vital role. This reflects on the current performance but also on the performance of learning and development areas which will lead to future performance. A link can also be made with recognition and rewards and how to adequately judge and reward performance and learning.



- **Strategic Workforce Planning**

Strategic workforce planning (SWP) is about having the right people, with the right skills, in the right place, at the right time. The aim of SWP is to identify future workforce gaps, considering future developments, and then achieve the desired workforce through appropriate staffing solutions by advocating, for example, Continuous Learning.

We have added a reference to our vision on Reinventing Work towards the end of this report, to help you place continuous learning into the wider organizational context of topics like Leadership, HR Operating Models, Agility and Personalized and Digitized HR.

OUTLINE OF THE REPORT

The HR CloudWatch is structured to offer a comprehensive understanding of Continuous Learning across three key areas: Learning & Development, Performance Management, and Strategic Workforce Planning. Within each area there are four points of emphasis. Firstly, we dive into what we call “Moments that Matter” – these

are the game-changing moments that shape how employees experience the day-to-day way of working. Then, we connect these moments by matching up what HR Cloud systems and their specific functionalities can do to support those crucial “Moments that Matter”. The insights presented are a result of a combination of outcomes from expert in-house workshops, benchmarks, and desk research. Subsequently, a selection of vendors will be introduced that match the previously specified HR Cloud functionalities, categorized into two groups: those offering a complete platform, also known as “all-in-one systems”, and those that offer a specialized product, also known as “best-of-breed”. Lastly, real-life use cases of organizations who successfully selected and/or implemented the HR Cloud solutions for their specific needs with the help of Capgemini will be highlighted.

Prior to delving into the in-depth analyses, we would like to explain the concept of “Moments that Matter” and what we mean by HR Cloud functionalities.





MOMENTS THAT MATTER

True transformation is not about changing your strategy, structure, technology, or processes (although those are important). It involves a fundamental change in how employees work on a day-to-day basis. We start with the end in mind – identifying the Moments that Matter most to your employees across the hire-to-retire lifecycle. These are the truly memorable moments that shape employees' careers and make a lasting impact on their relationship with the organization. When done right (or wrong), these are the experiences that employees tell their family, friends and peers about – and ultimately these are the stories that will define the organization as a workplace, drive brand advocacy, and foster employee loyalty. When selecting, implementing and optimizing technological solutions, we will carefully consider the Moments that Matter.

HR CLOUD FUNCTIONALITIES

To effectively support “Moments that Matter” for employees, a Cloud-based HR solution offers a range of functionalities designed to enhance the employee experience and enable seamless integration with day-to-day business operations. When speaking of those functionalities we do not mean certain modules within a platform such as a Learning or Performance Management module, but the underlying functionalities that serve to solve a specific need or pain-point. For example, offering personalized learning paths based on personal interests, or incorporating elements of gamification in training programs.

04

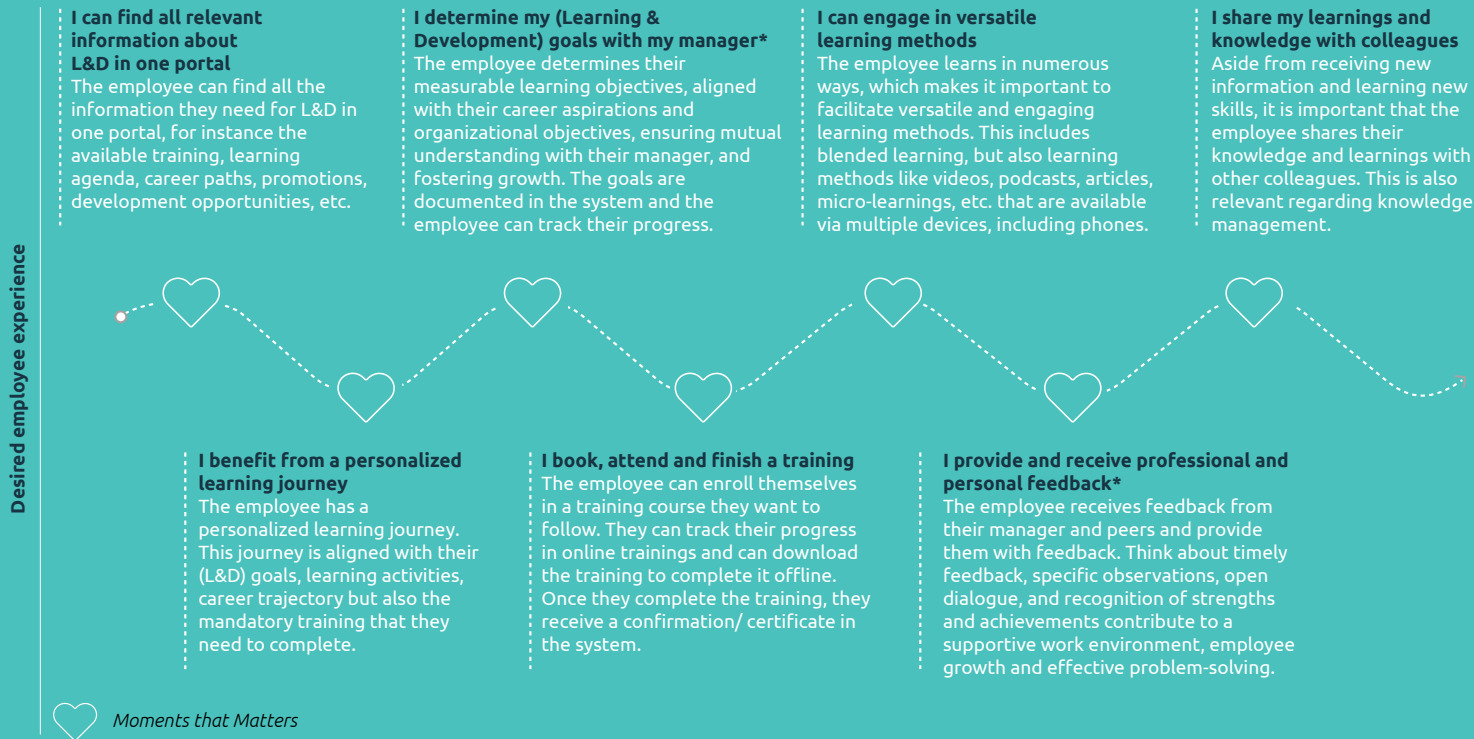
DEEP DIVE LEARNING & DEVELOPMENT

MOMENTS THAT MATTER IN LEARNING AND DEVELOPMENT

Learning & Development plays a crucial role in enhancing the employee experience and fostering a culture of continuous growth within an organization. As previously indicated, “Moments that Matter” refer to important moments in an employee journey that greatly influence their experience within the organization. The following section outlines the key Moments that Matter for Learning & Development. While some moments may overlap with those in Performance Management, the focus here is on general moments, recognizing that specific instances in Learning & Development may vary across different organizations and types of businesses.



MOMENTS THAT MATTER IN LEARNING & DEVELOPMENT



* These Moments that Matter are closely related to Moments that Matter for Performance Management

HR CLOUD FUNCTIONALITIES SUPPORTING THE MOMENTS THAT MATTER

In today's competitive business landscape, a seamless learning experience is essential for employees. Without a refined learning ecosystem, frustration and inefficiencies can arise. To maximize Learning and Development potential, personalized and relevant learning content is crucial. This empowers employees to acquire essential knowledge and skills for career growth, making meaningful contributions to the organization's success. Below is a table that includes the Moments That Matter defined on the previous page and the corresponding technical functionalities that support these critical moments for Learning & Development.

Moments that Matter

I can find all relevant information about L&D in one portal

I benefit from a personalized learning journey.

I determine my (L&D) goals with my manager*.

Functionalities

- **One-stop-shop:** A centralized and comprehensive platform that consolidates all HR-related functions, information, processes in a single location. The platform serves as a go-to resource for all employees to search for information, streamline various HR tasks, and enhance the overall HR experience within the organization.
- **Intuitive user experience:** Intuitive and user-friendly interface in order to make it easy for the employees to navigate and find information on the platform.
- **Preference learning and career navigator:** Enable employees to choose their own learning activities from a wide range of options to suit their preferences and interests in order to provide tailored training recommendations.
- **Recommendations for new training:** Pop-ups with recommended training. These could be based on previous completed trainings or trainings that match the level/grade of the employee.
- **Content curation:** Involves the selection, organization, and presentation of relevant learning materials and resources for employees.
- **Skills assessment:** Conduct regular skills assessments to identify employees' strengths and areas for development, allowing targeted learning interventions.
- **Adaptive learning:** Utilize adaptive learning algorithms that personalize the learning experience based on an individual's progress and performance.
- **360-degree feedback:** Collect feedback from multiple perspectives to provide a comprehensive view for identifying development areas and setting goals.
- **Self-assessment application:** Enable employees to self-assess their skills, strengths, and areas for improvement, which can inform the personal development plan.
- **Competencies needed for the next step:** Access a competency library to identify the skills and competencies required for the employee's desired career progression.

Moments that Matter Functionalities

I book, attend and finish a training

- **Learning marketplace:** Provide a comprehensive course catalog within the LMS, offering various training options available for employees to choose from.
- **Training calendar:** Display a centralized training calendar in the LMS, showing scheduled dates and times for upcoming training sessions.
- **Assessment and evaluation:** Incorporate assessments or evaluations at the end of the training to test employees' understanding and knowledge retention.
- **Progress tracking:** Provide employees with visibility into their training progress and completion status for ongoing motivation and accountability.
- **Grading and certification:** Automatically generate grades or evaluations based on the assessment results and issue certificates to employees who meet the completion criteria.
- **Feedback surveys:** Post-training feedback surveys that allow employees to share their thoughts and opinions on the training's content, delivery, and overall quality.

I engage in versatile learning methods

- **Microlearning modules:** Offer bite-sized learning content, allowing employees to access quick and focused information on specific topics.
- **Video-based learning:** Provide video-based courses and tutorials, catering to different learning preferences and enhancing engagement.
- **Gamification:** Introduce gamified elements, like badges, points, and leaderboards, to create a more engaging and competitive learning environment.
- **Mobile learning:** Ensure the LMS is mobile-friendly, allowing employees to access learning materials on-the-go, anytime, and from any device.

I provide and receive professional and personal feedback*

- **360-degree feedback:** Collect feedback from multiple perspectives to provide a comprehensive view for identifying development areas and setting goals.
- **Goal alignment and progress tracking:** Integrate goal-setting functionalities, allowing managers and peers to align individual goals and track progress, providing ongoing feedback and support.
- **AI-based assessments:** AI can be used to design adaptive assessments that dynamically adjust difficulty levels based on an individual's responses, ensuring a more accurate evaluation of their knowledge and skills.

I share my learnings and knowledge with colleagues.

- **User-generated content:** Enable employees to create and upload their own learning content, such as articles, videos, or presentations, to share with their colleagues.
- **Learning communities:** Create online learning communities or groups within the LMS where employees with similar interests or expertise can collaborate, share resources, and exchange knowledge.
- **AI-powered expertise identification:** Leveraging AI technology to identify subject matter experts within the organization and connecting learners with the right experts for guidance.

HR CLOUD VENDORS IN LEARNING AND DEVELOPMENT

In today's software landscape, there are multiple vendors that provide a Cloud Solution for Learning & Development. We focused on vendors that provide a solution supporting the functionalities that were derived from the Moments that Matter for Learning & Development. The selection is a combination of 'all-in-one' and 'best-of-breed' vendors. Within best-of-breed, there is a distinction made between a Learning Management System (LMS) and Learning Experience Platform (LXP). LMS is a tool designed to support the administration and management of learning programs like assessments, certifications, management of training resources, reporting, etc. LXP is a front-end layer that typically resides on top of an LMs. LXPs are used to enhance an individual learner's interactions and engagement via greater personalization, content curation and expanded breadth of content.

ALL-IN-ONE



Cornerstone OnDemand

- Plan for growth
- Personalize to your needs
- Deliver real-time insights
- One unified platform
- Learning anywhere (Mobile Learning)



SAP SuccessFactors

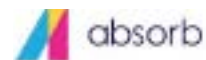
- Blended learning capabilities and personalized content
- Automated compliance training
- Design and curate learning experiences
- Develop employees at all stages with comprehensive support from hire to retire



Workday

- Learning in the 'flow of work'
- Personalized, curated content
- Realtime, actionable insights
- The basis for insight into AI and ML-driven skills
- Possibility to include workday skills cloud

BEST-OF BREED-LMS



Absorb Software

- Learner engagement & experience
- Reporting & Analytics
- Observational checklists
- Next-gen learning with Absorb Intelligence (AI)
- Learning anytime, anywhere via the mobile app



Adobe

- Personalized dashboard
- Stream eLearning content without any plugins or downloads
- Gamification
- AI-based recommendations
- Social learning with peers

BEST-OF BREED-LXP



360Learning

- Custom career and skills paths
- Skills mapping
- Content aggregation from anywhere on the web
- AI-powered recommendations
- Learning in the flow of work (e.g. mobile learning)



Degreed

- Solution supporting skill measurement
- Federated smart search engine and recommendation engine
- Internal marketplace functionality
- Smart skill-tagging functionality (automation)
- Gamification

Linked to the identified Moments that Matters in previous paragraph 'HR Cloud Functionalities supporting the Moments That Matter'.

Source: 2022, Gartner Magic Quadrant

USE CASES IN LEARNING AND DEVELOPMENT

In this chapter we will dive into real-life cases of organizations that faced unique challenges within the area of Learning & Development. Two stories will be highlighted, starting with their specific challenge, the implemented solution and the resulted outcome.



L&D CAPABILITY BUILD

Global Energy Company

CHALLENGE:

The organization faced a challenge in lacking a centralized view and coordination for learning and development initiatives. People capability information is scattered, hindering access. Attracting talent, especially for key roles, is tough due to disjointed learning. Newcomers struggle with onboarding, while outdated content hampers staying current. Employees are unaware of career paths and lack support for progression. A comprehensive solution is crucial to unify resources, enhance onboarding, update content, and provide clear career paths.

SOLUTION:

- Three operational initiatives to start the conversion of the People Capability into a true talent magnet that maximises the employee experience across all employee moments that matter.

OUTCOME:

- Introduced a new one stop shop for all employees to easily access all people, learning & development information
- Created new learning modules to help new resources land effectively in the organization
- Representing inspiring career pathways that enhance the employee value proposition, increase engagement and retain key talent



CREATION OF ONLINE LEARNING MODULES (LXP)

Local Financial Service Provider

CHALLENGE:

Enhance employee satisfaction and work effectiveness through creation of online learning modules tailored to employee's daily work.

SOLUTION:

- Co-designed learning principles and developed learning content that was personalized and relevant
- Displayed learning content on new learning experience platform

OUTCOME:

- Kicked off learning journey through creation of 6 online learning modules
- Upskilled internal employees to manage existing content

05

DEEP DIVE PERFORMANCE MANAGEMENT

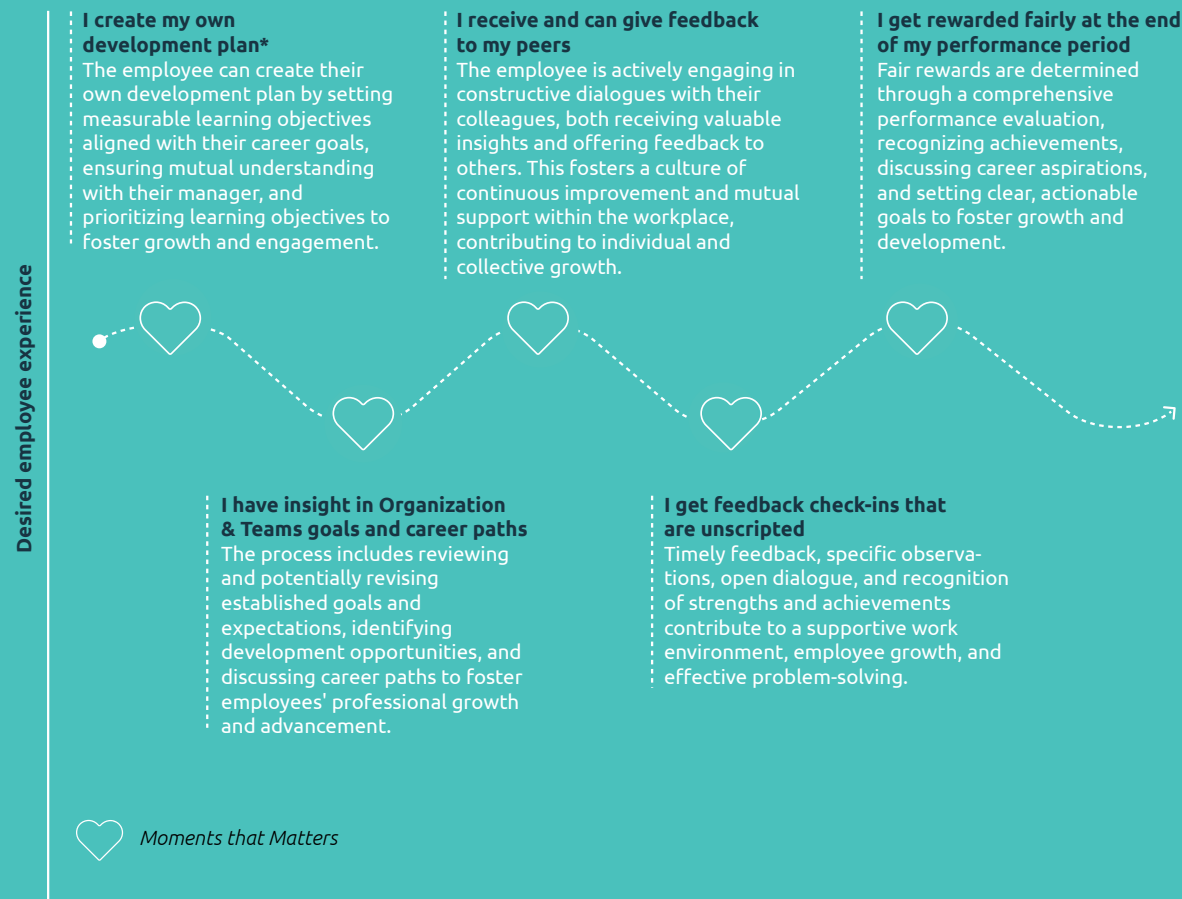
MOMENTS THAT MATTER IN PERFORMANCE MANAGEMENT

Performance Management, in its essence, is a collaborative journey between organizations and their employees. While it certainly encompasses objectives, appraisals, and feedback, it is equally about those pivotal instances in an employee's professional journey—Moments That Matter. These moments are not mere checkpoints; they are transformative milestones, junctures where career aspirations align with organizational objectives, and personal growth seamlessly intertwines with professional advancement.

In this section, we will explore these Moments That Matter through the lens of the employees. By understanding and harnessing these moments, organizations can create an environment that fosters growth, engagement, and excellence.



MOMENTS THAT MATTER IN PERFORMANCE MANAGEMENT



*These Moments that Matter are closely related to Moments that Matter for Learning & Development

HR CLOUD FUNCTIONALITIES SUPPORTING THE MOMENTS THAT MATTER

Performance Management is crucial to organizations as it ensures alignment of individual and team goals with the organization's objectives. By regularly evaluating and providing feedback on employees' performance, it promotes a culture of continuous improvement and development. Through ongoing coaching and recognition of achievements, it fosters employee engagement and motivation, leading to higher productivity and innovation. Ultimately, Performance Management in a continuous learning environment empowers employees to adapt, grow, and contribute effectively, driving the organization's success. Here, we dive into the key functionalities of HR cloud solutions such as creating a personal development plan, getting a transparent performance update and rewarded fairly at the end of the performance period.



HR CLOUD FUNCTIONALITIES SUPPORTING THE MOMENTS THAT MATTER

Moments that Matter	Functionalities
I create my personal development plan	<ul style="list-style-type: none"> • 360-degree feedback: Collect feedback from multiple perspectives to provide a comprehensive view for identifying development areas and setting goals. • Self-assessment application: Enable employees to self-assess their skills, strengths, and areas for improvement, which can inform the personal development plan. • Competencies needed for the next step: Access a competency library to identify the skills and competencies required for the employee's desired career progression.
I have insight in Organization & Teams goals and career paths	<ul style="list-style-type: none"> • Clear timeline for performance development: Use the HR cloud to establish and communicate clear deadlines and milestones for the mid-year review process. • Goal setting module KPI's: Set measurable Key Performance Indicators (KPIs) to track progress during the mid-year review and align them with the employee's goals.
I receive and can give feedback on my peers	<ul style="list-style-type: none"> • 360-degree feedback: Collect feedback from multiple perspectives to provide a comprehensive view for identifying development areas and setting goals. • Goal alignment and progress tracking: Integrate goal-setting functionalities, allowing managers and peers to align individual goals and track progress, providing ongoing feedback and support. • AI-based assessments: AI can be used to design adaptive assessments that dynamically adjust difficulty levels based on an individual's responses, ensuring a more accurate evaluation of their knowledge and skills.
I get feedback check-ins that are unscripted.	<ul style="list-style-type: none"> • Real-time feedback: The systems can enable real-time feedback sharing between managers and employees. • Automated reminders: HR cloud systems can send automated reminders to both managers and employees to schedule and conduct performance check-ins at (ir)regular intervals, ensuring that the process stays on track and does not get overlooked.
I get rewarded fairly at the end of my performance period	<ul style="list-style-type: none"> • Personalized rewards system: Digital solutions that recognize and reward employees based on their individual contributions and achievements. • Peer-to-peer recognition: The system can facilitate peer-to-peer recognition, enabling colleagues to appreciate each other's contributions. This fosters a culture of appreciation and teamwork within the organization. • Integrated job framework: Shows the performance in my job framework and identifies next performance steps.

HR CLOUD VENDORS IN PERFORMANCE MANAGEMENT

In today's software landscape, there are multiple vendors that provide a Cloud Solution for Performance Management. We focused on vendors that provide a solution supporting the functionalities that were derived from the Moments that Matter for Performance Management. The selection is a combination of 'all-in-one' and 'best-of-breed' vendors.

ALL-IN-ONE



Oracle performance management

- Configurable processes and content
- Real-time feedback and recognition ♥
- Ongoing 1:1 check-ins ♥
- Integration with Workforce Compensation
- Executive performance insights ♥
- User-friendly competency and goal evaluation



SAP SuccessFactors Performance & objectives

- Goal management
- Continuous performance management
- Accurate performance assessments
- support from hire to retire



Workday

- Skills management
- Career development planning ♥
- Goal management ♥
- Performance enablement
- Talent visibility
- Talent pipeline
- Internal mobility

BEST-OF-BREED



Lattice

- 1-on-1 meetings ♥
- 360-degree reviews ♥
- Continuous feedback ♥
- Individual OKR ♥
- Reporting & Dashboards ♥
- Performance Benchmarking ♥



15Five

- Public praise
- Goal setting ♥
- Continuous feedback ♥
- Customization ♥
- Reporting & Dashboards ♥



Leapsome

- 360 reviews ♥
- Continuous feedback ♥
- Requesting feedback on performance ♥
- Customizable performance standards ♥
- Dashboard & Reports ♥
- 1-on-1 meetings ♥

♥ Linked to the identified Moments that Matters in previous paragraph

Source: 2022, Gartner Magic Quadrant

USE CASES IN PERFORMANCE MANAGEMENT

In this chapter we will dive into real-life cases of organizations that faced unique challenges within the area of Performance Management. Two stories will be highlighted, starting with their specific challenge, the implemented solution and the resulted outcome.



PERFORMANCE & REWARD – IMPLEMENTING SAP SUCCESS FACTORS

Global Engineering Organization

CHALLENGE:

- Aim to create a high performing organization through empowering and recognizing employees
- A need for a uniform and harmonized Performance Management system that combines appraisal and variable pay
- To realize this ambition a more agile and simplified Performance Management approach and variable pay process is needed.

SOLUTION:

- Revised Performance Management system that is simpler to use and strengthens a value-based performance culture

- Implementation of SAP SuccessFactors Performance Management, called 'we.perform'
- Integrated Change management activities to ensure successful adoption

OUTCOME:

- A process that recognizes employees for their achievements which is reflected fairly in their variable pay
- Empowered employees to take the lead in their development and make decision on system generated insights
- A transparent system for a complete & accurate view on performance

THE PEOPLELINK PROJECT

Global Steel Manufacturer

CHALLENGE:

- Pressure to reduce cost by harmonization of IT processes
- Replace multiple HR systems with a single, easily maintained platform to facilitate HR management and reporting
- Enhance the HR-IT landscape at a lower cost
- They were in need of transforming their Talent Suite, and chose SuccessFactors to run alongside their existing SAP HCM capability

SOLUTION:

- Implementation of Employee Profile (EP), Learning Management Solution (LMS), Performance Management (PM), Goals Cascade, Recruitment Management, Recruitment Marketing, Succession, 360 Reviews and Integration to/from SAP (Hybrid Solution)

- Pragmatic, cost-efficient approach for implementing the requested functionalities. To reduce the risks of impact on business continuity a two-phase approach was developed.

OUTCOME:

- Improved reporting facilitated many HR functions, including supporting compliance with health & safety training requirements
- Cost savings are being realised from systems rationalisation, in-house configuration, and process improvements
- Employees and managers are benefiting from self-service functionality and mobile usage to complete HR tasks at a time and place to suit them



● LEARNING &
DEVELOPMENT

● PERFORMANCE
MANAGEMENT

● STRATEGIC WORKFORCE
PLANNING

06

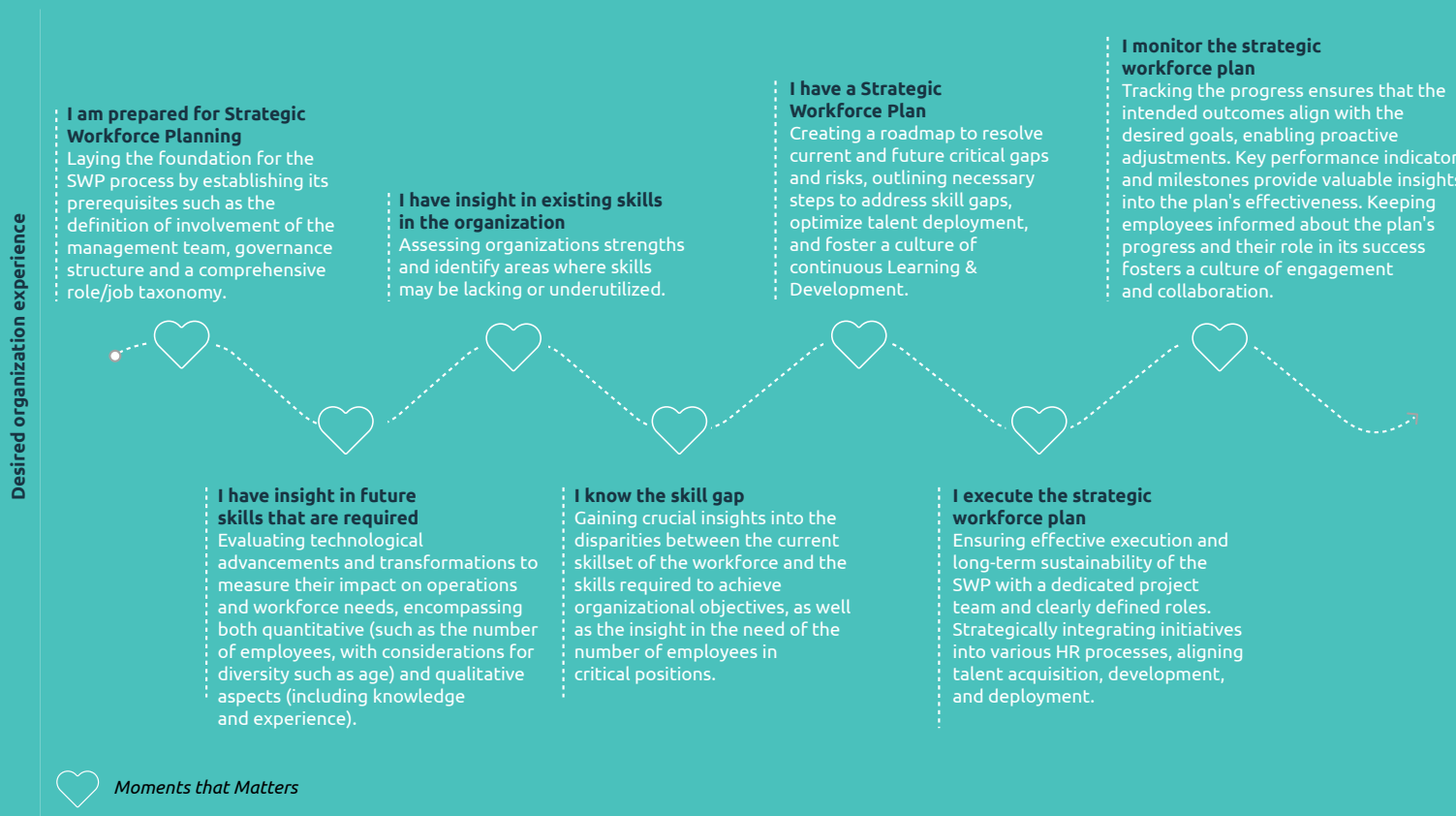
DEEP DIVE STRATEGIC WORKFORCE PLANNING

MOMENTS THAT MATTER IN STRATEGIC WORKFORCE PLANNING

Strategic Workforce Planning aligns human capital with business goals ensuring a skilled and adaptable workforce to navigate future challenges. In Strategic Workforce Planning, Moments that Matter are crucial occasions where employee perspectives align with organizational goals. Viewing these moments from both employee and organization/HR perspectives, facilitates seamless integration of Strategic Workforce Planning with Learning & Development and Performance Management, ensuring harmonious alignment between individual growth aspirations and the organization's future fit mission. As Strategic Workforce Planning is driven by the organization, the Moments that Matter in this deep dive will be written from the perspective of the organization instead of the employee.



MOMENTS THAT MATTER IN STRATEGIC WORKFORCE PLANNING



* These Moments that Matter are closely related to Moments that Matter for Performance Management

HR CLOUD FUNCTIONALITIES SUPPORTING THE MOMENTS THAT MATTER

As organizations embrace the transformative power of Strategic Workforce Planning, the need for agile and comprehensive HR tools becomes more evident. Here, we dive into the key functionalities of HR Cloud solutions that are tailored to address the “Moments that Matter” within the journey, from gaining insights into organizational vision and skill gaps to executing and monitoring the strategic workforce plan. These innovative functionalities empower HR professionals to streamline talent management, optimize workforce deployment, and foster a culture of continuous learning, ensuring that the organization is well-equipped to thrive in an ever-evolving business landscape.



HR CLOUD FUNCTIONALITIES SUPPORTING THE MOMENTS THAT MATTER

Moments that Matter	Functionalities
I am prepared for Strategic Workforce Planning	<ul style="list-style-type: none">• Goal management and tracking: goal setting and tracking functionalities, enabling management to break down the organization's vision and strategy into specific objectives and key results. Employees can then align their individual goals with the broader strategic objectives, creating a cohesive and goal-oriented workforce.• Communication and messaging: communication features, such as company-wide announcements, news feeds, and messaging capabilities. These tools enable HR leaders to effectively communicate the organization's vision and strategy to all employees, ensuring alignment and fostering a sense of purpose throughout the workforce.
I have insight in future skills that are required	<ul style="list-style-type: none">• Workforce analytics and reporting: advanced analytics capabilities can analyze historical data and industry developments to identify emerging skill demands. These insights enable HR leaders to make data-driven predictions about future skill requirements and plan accordingly.• Job role mapping: map future job roles and their associated skill requirements, allowing HR leaders to understand the evolving skill landscape within the organization. This helps in proactively designing talent strategies to meet changing demands.• External talent market insights: integrate with external labor market data, providing valuable insights into the availability and demand for specific skills in the job market. This information informs HR's talent acquisition and skills development strategies.• Scenario planning: planning capabilities that allow HR leaders to explore diverse workforce scenarios based on various variables, such as market conditions or industry developments. This aids in devising flexible workforce strategies.
I have insight in existing skills in the organization	<ul style="list-style-type: none">• Skills inventory management: a centralized repository to maintain a comprehensive record of employee skills, competencies, and qualifications. This database allows HR leaders to access and analyze the existing skillsets within the organization easily.• Skills profiling and self-Assessment: enable employees to self-assess their skills and competencies, providing valuable input into the organization's skill inventory. This self-assessment process helps in identifying employee strengths and areas for potential development.• Performance appraisals and evaluations: integrated with Performance Management systems, which provide insights into employee performance, achievements, and areas of expertise. This data can be leveraged to understand the existing skills and competencies within the workforce.• Learning and training history: records of employees' learning and training history. This information helps in understanding the skills that employees have acquired through various training programs and professional development initiatives.
I know the skill gap	<ul style="list-style-type: none">• Skills gap analysis: perform a thorough skills gap analysis by comparing the organization's current skill inventory with the skills needed to fulfill strategic objectives. This analysis helps pinpoint areas where the organization lacks essential competencies.• Learning needs identification: identify Learning & Development needs for employees based on their current skill levels and the skills required for their roles. This helps tailor personalized training plans to bridge skill gaps effectively

Moments that Matter Functionalities

I have a Strategic Workforce Plan

- **Collaboration and stakeholder engagement:** collaboration features that enable HR leaders to work seamlessly with department heads, executives, and other stakeholders in developing the strategic workforce plan.
- **Integration with HR processes:** integrate with other HR processes, such as Performance Management, Learning & Development, and recruitment. This ensures alignment between the strategic workforce plan and other HR initiatives.

I execute the Strategic Workforce Plan

- **Task and project management:** task and project management functionalities that enable HR leaders to assign specific actions, set deadlines, and track the progress of various initiatives outlined in the strategic workforce plan.
- **Resource allocation and workforce deployment:** optimizing resource allocation by providing insights into workforce capacities, skills, and availability. This ensures that the right talent is deployed to support critical projects and strategic initiatives.
- **Collaboration and communication:** collaboration tools that facilitate seamless communication and knowledge-sharing among teams and departments, promoting cross-functional alignment and engagement in executing the workforce plan.
- **Real-time reporting and analytics:** real-time reporting and analytics capabilities enable HR leaders to monitor key performance indicators (KPIs) related to the strategic workforce plan. This data-driven approach supports timely decision-making and adjustment of strategies as needed.
- **Change management and communication:** support change management initiatives by facilitating communication and engagement with employees throughout the execution of the strategic workforce plan. Clear and consistent communication fosters buy-in and commitment to the plan's objectives.

I monitor the Strategic Workforce Plan




- **Real-time dashboards and reporting:** interactive dashboards and real-time reporting that provide a clear overview of key performance indicators (KPIs) and progress toward strategic objectives. These visualizations allow HR leaders to monitor the plan's effectiveness at a glance.
- **Analytics and data insights:** advanced analytics capabilities analyze workforce data to identify developments, patterns, and potential issues related to the execution of the Strategic Workforce Plan. This data-driven approach informs timely decision-making and adjustments.
- **KPI tracking:** the establishment and tracking of KPIs aligned with the Strategic Workforce Plan's objectives. HR leaders can continuously assess the plan's impact and make data-driven decisions to optimize outcomes.
- **Employee feedback and surveys:** facilitate the collection of employee feedback and engagement surveys, providing valuable insights into the plan's effectiveness and identifying areas for improvement.

HR CLOUD VENDORS IN STRATEGIC WORKFORCE PLANNING

In today's software landscape, there are multiple vendors that provide a Cloud Solution for Strategic Workforce Planning. We focused on vendors that provide a solution supporting the functionalities that were derived from the moments that matter for Strategic Workforce Planning. The selection is a combination of 'all-in-one' and 'best-of-breed' vendors.



SAP SuccessFactors

SAP SuccessFactors Workforce Planning

- Analyze, forecast, and plan workforce supply and demand 
- Assess workforce gaps 
- Create an optimal workforce mix that aligns with financial goals 


DYNAPLAN®

Dynaplan Smia

- Get a customer-specific, comprehensive simulation model of your workforce and its dynamics 
- Identify gaps between workforce supply & demand and display how gaps develop over time per job cluster 
- Get immediate feedback on effects of different SWP initiatives, e.g.: training, relocation, promotion, and outsourcing





ORACLE

Oracle Cloud EPM Planning: Workforce Planning

- Build the workforce you need to execute on your strategic goals 
- Collaborate between Finance and HR with prebuilt integration to Oracle Cloud Human Capital Management (HCM)



HRForecast

HRForecast

- Identify and prioritize workforce gaps 
- Demand and supply modelling 
- Close skill and capacity gaps 
- Progress and track strategic and individual gap-closing measures 
- Integrate external data in your planning to detect recruiting risks, upskilling potentials, and skill trends



workday.

Workday Adaptive Planning

- Plan your workforce with flexible, multidimensional models
- Compare multiple driver-based, what-if scenarios in real time 
- Assess current operating model and plan reallocation of workforce capacity across teams to meet operational needs 


orgvue

Orgvue

- Model future scenarios including data visualizations 
- Identify personnel gaps 
- Assign the right people to the right roles and tasks
- Plan for new roles
- Track actual costs against a plan

crunchr

Crunchr

- Predict future workforce demand 
- Design big workforce decisions, perform productivity analyses and reduce costs
- Develop a recruitment plan, perform build-buy-borrow analyses, and check financial implications
- Share your projects and assign authorizations on who can edit/approve

 *Linked to the identified Moments that Matters in previous paragraph*

Source: 2022, Gartner Magic Quadrant

USE CASES IN STRATEGIC WORKFORCE PLANNING

In this chapter we will dive into real-life cases of organizations that faced unique challenges within the area of Strategic Workforce Planning. Two stories will be highlighted, starting with their specific challenge, the implemented solution, and the resulted outcome.



STRATEGIC WORKFORCE PLANNING

Dutch public organization

CHALLENGE:

With emerging (IT) technologies officially identified as a key element of their future operations, the Ministry of Defence needed to 1) identify the current state of the workforce in terms of skills and knowledge, 2) identify the future needs to bring to life these modern technologies and furthermore, 3) find solutions to bridge the expected gap.

The purpose of the project was to:

- Translate the strategy into People impact and required future workforce
- Assess the state of the current workforce (skills, attitudes, potential)
- Analyse the gap between current and future workforce
- Design solutions to bridging the gap

SOLUTION:

- Capgemini explored the impacts of the IT Strategy on the workforce

and formulated the main strategic drivers to ensure execution of the strategy

- Assessed the impacts on the future workforce per role and per skill (on a quantitative and qualitative basis)
- Assessed the current workforce on skill level and identified development potential of the workforce
- Identified the critical gaps between as-is and to-be and designed interventions for immediate results
- Designed HR strategies to bridge the gaps long term (inc. a Learning strategy, recruitment strategy and ecosystems strategy)

OUTCOME:

- Key future roles and skills and for value delivery identified
- Quick wins on recruitment and Learning & Development identified
- Identified pathways for internal career progressions, aligned with key profiles
- Creating traction for implementation SWP as a continuous capability



WORKFORCE STUDY

Public Organization

CHALLENGE:

Despite the ongoing growth of the workforce, the IT organization was unable to meet the demand for services on an annual basis. The customer's request was whether the IT organization had the right size, composition, and skills of staff to meet the internal and external demand of the customer. There was a need for independent advice from an external organization to determine the staffing requirements to meet the customer's internal and external demand.

SOLUTION:

Capgemini created a Strategic Workforce Study report through extensive documentation, data analysis, and interviews with internal employees and stakeholders. There were biweekly meetings and reporting with project stakeholders to inform and steer as needed. The structure of the Workforce Study Report consisted of:

- Explanation of the current workforce situation, focusing on size, composition, and skills.
- Explanation of expected future workforce situation, focusing on internal and external developments.
- Gap and problem analysis derived from the current and future situations.
- Conclusions and recommendations for the organization regarding their workforce. The report was socialized through presentation sessions with stakeholders.

OUTCOME:

- Clear visibility of the current workforce and expectations regarding the future workforce.
- Clear overview of the gap between the existing and future workforce, plus pain points. Independent assessment of the organization regarding its workforce (size, composition, skills).
- Recommendations on possible interventions that can be taken to improve in the future.

07

OUR TEAM



THIRSA VAN DORP

Consultant Employee
Experience & HR



NICKY SLOK SOEDE

Consultant Employee
Experience & HR



JEHUDI CAMPFENS

Consultant Employee
Experience & HR



GIOIA AQUINA

Management Consultant
Employee Experience & HR



YULING WU

Consultant Employee
Experience & HR

08

CONCLUSION

The need to provide a truly digitized HR experience to employees and managers has been accelerated. With our vision of Reinventing Work, Capgemini Invent covers all elements to prepare for the future and become the agile HR department thriving and coming out on top.

In the HR CloudWatch 2023, we have focused on how Learning and Development, Performance Management and Strategic Workforce Planning can help digitize and personalize Continuous Learning in order to gain and retain the best talent in the War for Talent.

To give an overview of possibilities to thrive your HR processes, several developments within the HR market are identified and related to HR vendors. When considering an HCM solution for your organization, it is best to weigh the differences between All-in-One and Best-Of-Breed Cloud HCM solutions for your organization. With our success stories we hope to have given you an insight into solutions and benefits of other organizations.

To find our vision on Reinventing Work, please scan this QR code.



Interested in exchanging thoughts on personalized & digitized HR or other HR developments? **Feel free to reach out to us.**

CONTACT US



PIETER JACOBS

Director Employee Experience & HR

Phone: +31 6 13 00 86 58

Email: Pieter.Jacobs@capgemini.com



MARJOLEIN WENDERICH

Vice President Workforce & Organization

Phone: +31 6 51 36 67 28

Email: Marjolein.Wenderich@capgemini.com

About Capgemini Invent

As the strategy, innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in more than 36 offices and 37 creative studios around the world, it comprises a 10,000+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth. Capgemini Invent is an integral part of Capgemini, 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 360,000 team members in more than 50 countries. With its strong 55-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, fueled by the fast evolving and innovative world of cloud, data, AI, connectivity, software, digital engineering and platforms. The Group reported in 2022 global revenues of €22 billion.

Get The Future You Want | www.capgemini.com

Capgemini Invent
Postbus 2575 - 3500 GN Utrecht
Tel. + 31 30 203 05 00
www.capgemini.nl/invent

The information contained in this document is proprietary.
©2023 Capgemini Invent. All rights reserved.