

# Workforce Management Transformation

CAPABILITY STATEMENT

Are the right people in the right place at the right time?

Managing a workforce is a challenging process and as the dynamics of permanent, contract and casual employees continue to change, the drive to automate workforce management is a central part of many transformation programs.

Effective workforce management (WFM) is responsive to the changing demands of an organisation, with systems and tools in place to support optimisation of staff scheduling, effective demand forecasting, day-to-day performance and analysis of the business's needs.

Automation of demand-oriented workforce management allows planners to create schedules that conform to the forecasted requirements, while ensuring that organisations comply with legislation, local award implementation and the individual needs of workers.

However, automating the planning and allocation of work is often the starting point in what can be a very complex process of change. Successful transformation from traditional or manual WFM methods to automated processes needs to be anchored in an effective change management strategy to ensure it is set up for success.

## Why Quay WFM?

Workforce management touches the collective back pocket of the entire workforce. Introducing automation without an experienced and considered approach will significantly increase risk to achieving successful outcomes. Quay provides the necessary change agents that support an organisation's journey from traditional workforce methods to automated WFM, which also de-risks the process of change.

Our Workforce Management Practice provides clients with the essential expertise to define the best WFM strategy for their organisation, Including:

- Development of a fit-for-purpose WFM strategy
- Definition of the most appropriate implementation strategy
- Strategy and assessment of the data, information and knowledge required to enable WFM
- Identification of the right software and vendors

- Delivery of WFM implementation into the organisations
- Independent assessments of in-flight WFM projects
- WFM Assurance as a business partner to the delivery team

All of our WFM specialists are market-aware and vendor-agnostic, which ensures that what is best for our clients is the primary focus of each engagement.

Our consultants have deep understanding of the end-to-end and people-to-pay processes that are at the core of WFM and the knowledge to support the integration of WFM solutions into other enterprise applications such as ERP, HR and payroll.

Our team will work with the client and selected vendors to ensure a no-blame implementation occurs.

# WFM Services

Developing a fit-for-purpose WFM Strategy

Quay WFM Consultants work with our clients to define the scope, change requirements, organisational capabilities and constraints that will support its WFM strategy. We believe that primary functions such as hiring, planning, actuals, approvals and payment belong in core systems. Where these are mixed, the benefits of WFM are constrained and problematic. We use our well-defined IP and WFM capability modelling to stress-test the strategy, to ensure that the right questions are asked and understood, and to ensure that the end-to-end scope and processes are clear.

## Define fit-for-purpose implementation strategy

Quay will define an implementation approach that is based on the client's capability, culture and constraints: in WFM, there is little value in a cookie-cutter approach. Every organisation has its own DNA and successful implementation must work with it - this is where change management as part of the WFM strategy is critical. It is as important, if not more so, than the software solution required for WFM automation.

## Identify the right software and vendors

Quay's WFM experts work with clients to capture and define the high-level requirements and processes of their organisation in order to go to market and undertake RFP evaluation and selection. We work with client SMEs to ensure the solutions architecture is agreed and understood, the current and future state processes are defined and the guiding principles for selection are agreed and can be applied in the evaluation.

## WFM data assessment and data strategy

Quay's consultants understand the value of data in the WFM context, particularly the continuum that runs from strategy to operations and through the layers of data governance, vendor / tool selection and infrastructure. We apply a holistic, strategic approach to organisational data, information and knowledge that delivers a maturity evaluation, current state analysis, proposed future state and gap analysis. This ensures that the WFM data strategy is set up for success by aligning business strategy, enterprise data strategy, people, policies and processes within the organisation.

As organisations increasingly seek to adopt data-driven best practice and take part in the evolving knowledge economy, Quay's accumulated expertise in data and transformation delivery can be engaged in any

capacity to deliver the ideal future state and associated benefits.

### WFM In-Flight Project Review

Quay will review existing WFM implementations to determine the appropriateness of the implementation approach and the delivery fundamentals such as governance and project management. We also look beyond the "now" and seek to identify where further benefit can be realised from the existing WFM implementation/solution.

### Delivering successful WFM

Our WFM experts work with clients to plan and deliver their WFM initiatives from start to finish. We can support your organisation with specialist WFM project managers, change managers, business analysts, solution architects and test management capability. Quay's professional consultants are experienced, vendor-agnostic and outcomes-focused to ensure that WFM projects deliver the benefits they set out to achieve.

### WFM Assurance

At any point in the WFM journey, Quay experts can be engaged to validate that the client is on the right track through our review process. We work with our clients to answer four critical questions:

- Do we have the right Strategy?
- Do we have the right implementation approach?
- Do we have the right software and vendors?
- Do we have the right project structures, resources and processes?

Quay ensures high quality outcomes for our clients by de-risking reliance on any one individual, sharing knowledge among the team and by ensuring that an assurance process is in place throughout the engagement.

### WFM PIR (Post Implementation Review)

Measure the success of the implementation, particularly when measured against the original business benefits.

## Benefits

Managing your workforces is a human-to-human relationship that is difficult to systematise. It cannot be treated as a function in isolation, particularly when WFM relies heavily on integration with other systems. Both the 'human element' and systematisation pose unique challenges and impacts for WFM.

Working with our consultant team will ensure a high degree of collaboration and engagement with users and senior stakeholders during the planning and execution of the change activities.

Our collaborative change approach ensures that clients are fully engaged during the full life cycle of the change and are able to more effectively identify and manage change within their business.

## About Quay

Quay Consulting is committed to making a positive difference in the projects landscape, helping our clients to transform strategy into fit-for purpose project delivery.

Over the past decade, we've built a team of high-performing project professionals who offer a wealth of experience and consulting expertise along with a commitment to high levels of care and quality assurance. Our consultants bring a high-level consulting and collaborative approach to delivering change via tailored knowledge, professional project management and delivery, peer-to-peer collaboration, and capability uplift in each client engagement.

Quay is deeply committed to sharing the knowledge we've gleaned from years of project delivery experience – both the successes and the failures – whether it's sharing insights via our monthly Quay Bulletin, in facilitated roundtable discussions with project peers or in lifting the capability of our clients' teams in day-to-day knowledge transfer.

Quay Consulting is part of the **CPM Group.**

## More Information

For more information about Workforce Management Transformation, please contact us on 1300 841 048 or visit our website at www.quayconsulting.com.au.

# Who we've worked with




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