

Unlocking Effective and Efficient Workforce Transformation through Workforce Planning and People Analytics

HR Function Transformation

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The need to act: building a future-ready workforce with PwC

40%

of CEOs **don't think their companies will be economically viable** in 10 years if they continue on their current path

52%

of CEOs believe **labor/skill shortages will impact the profitability** of their industry over the next 10 years

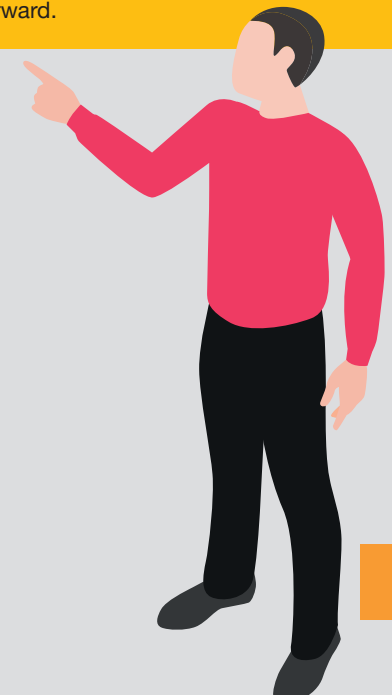
39%

of employees fear they're **not getting enough training in digital and technology skills** from their employer

To remain competitive, organizations must demonstrate their ability to execute their business strategy by securing the skills they need now and in the future.

PwC's approaches to workforce planning and people analytics empower organizations to understand the skills and capabilities needed to deliver on future business imperatives.

At PwC, we help you turn your workforce into a flexible and future-ready asset. Our proven approaches blend HR transformation, industry expertise and cutting-edge technology to drive your business forward.



Unlocking synergies: the interconnection of Workforce Planning and People Analytics

Operational and strategic workforce planning are interconnected processes essential for aligning an organization's workforce with business goals. Operational workforce planning is a prerequisite for effective strategic planning. People analytics provides a deeper layer of insight, enhancing both planning processes and ensuring that human capital strategies are data-driven, aligning talent with business objectives and driving sustainable growth.



Operational Workforce Planning (OWP)

Manages the short- to medium-term planning of workforce resources to meet current business needs. It translates strategic plans into actionable steps, ensuring that staffing levels and skills are optimized for today's operational demands.

Strategic Workforce Planning (SWP)

Focuses on long-term organizational goals and future talent needs. It involves predicting trends and identifying skills gaps to develop proactive strategies and ensure that the organization is prepared for future challenges and opportunities.

People Analytics

People analytics involves collecting and analyzing HR data to uncover patterns and insights. It can act as a key enabler, but typically goes beyond strategic and operational planning by offering deeper insights into workforce dynamics, helping to identify trends, predict future needs and optimize overall talent management.

Tackle short- to medium-term workforce challenges with PwC's Operational Workforce Planning framework

Why choose Operational Workforce Planning (OWP)?

In today's fast-paced and rapidly changing business environment, ensuring your workforce is optimally aligned with your business goals is essential. **PwC's Operational Workforce Planning framework** enables you to adapt quickly, stay compliant, reduce costs and maximize productivity through actionable, data-driven strategies.

Our approach helps you

- Adapt to market fluctuations
- Maintain compliance
- Optimize costs
- Enhance technology integration



Boost your organization's efficiency and harness the full potential of your workforce with PwC's Operational Workforce Planning.



Our Six-Step OWP Framework

We provide a structured, proven method to ensure your workforce is always aligned with your evolving business needs

- **Current workforce assessments** identify inefficiencies, align staffing with business objectives and address immediate skill and operational needs.
- **Pinpoint critical roles and fill gaps** through upskilling or strategic hiring, ensuring flexibility and efficiency.
- **Real-time monitoring and action plan execution** enable continuous alignment with operational goals, reducing costs and improving stability.

Challenges we help you solve

- Understand how to improve productivity and profitability
- Realize the potential of your people with an optimized agile workforce
- Refine workforce benchmarking and KPI tracking

Anticipate your workforce's roles and skills with PwC's Strategic Workforce Planning framework

Why choose Strategic Workforce Planning (SWP)?

In a fast-evolving business environment, it is essential for organizations to take a proactive workforce planning approach to stay ahead of the curve.

Building a resilient and successful workforce requires a well-suited adaption to factors like

- Demographic shifts
- Regulatory changes
- Technological breakthroughs
- Changing business and people models
- Increasing employee expectations
- Cost pressures



Our Six-Step OWP Framework

Our seamless, six-step framework aligns workforce needs with business goals to

- Identify skill and headcount gaps and future demands
- Implement solutions to fill those gaps
- Continuously monitor and improve your strategy
- Utilize cutting-edge HR IT, automation and GenAI solutions to stay ahead in a competitive landscape

Challenges we help you solve

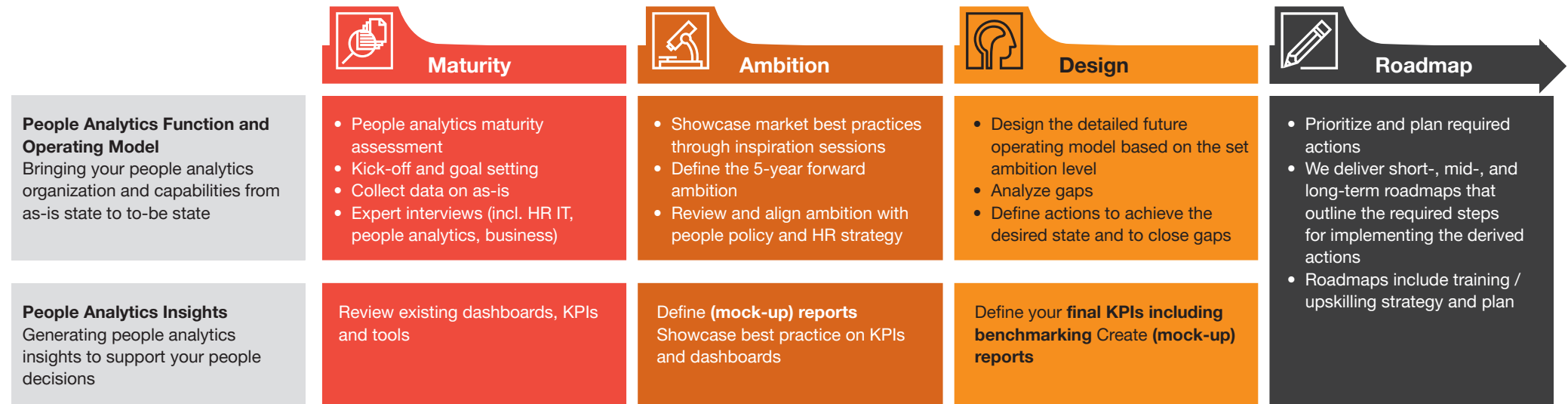
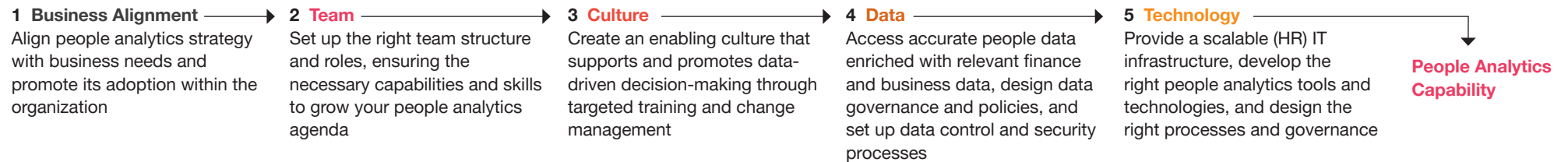
- Align workforce plan with financial objectives and growth ambitions
- Develop future-fit talent acquisition and retention strategies
- Understand and improve employee engagement



Leverage our expertise and innovative Strategic Workforce Planning to transform your workforce strategy and gain a competitive edge.

Our four-step people analytics approach supports you in defining your ambition level as well as your implementation roadmaps

We distinguish between five essential elements to make the most impact with People Analytics



We enrich our Workforce Planning and People Analytics approaches with a suite of essential capabilities



HR Operating Model:

We align your HR practices with business goals, ensuring seamless integration and enhanced operational efficiency.



Benchmarking:

Our Saratoga Benchmarking database enables the detailed identification of areas for improvement.



Process Optimization:

PwC identifies and eliminates inefficiencies, reducing costs and boosting productivity across your organization.



HR IT implementation:

PwC offers extensive capabilities in implementing HR IT solutions, facilitating smooth integration and enhanced functionality to meet your business needs.



GenAI:

We closely collaborate with our clients to identify, prioritize and implement tailored workforce transformation GenAI use cases, and we provide customized comprehensive training to maximize the value of GenAI technologies.



Assessing your organization's Workforce Planning and People Analytics maturity is essential

Before beginning your Workforce Planning and People Analytics journey, understanding your organization's current maturity level is key to maximizing the success of future workforce initiatives. Here's why maturity assessments are essential:

1

Gain clear insight into status quo and current practices

Why it matters: Without knowing where your organization stands, it's difficult to take effective steps toward improvement. Assessing your maturity provides a clear view of the strengths and gaps in your workforce planning.

How it helps: This ensures you don't waste resources on unnecessary steps and allows you to implement targeted solutions.

2

Identify actionable recommendations

Why it matters: Not all organizations require the same solutions. A maturity assessment helps you prioritize the most impactful initiatives based on your specific needs and maturity level.

How it helps: By focusing on the most urgent improvements, you can achieve quick wins (OWP and basic People Analytics) and build momentum for larger initiatives (SWP and advanced People Analytics) that will be tackled based on this solid foundation.

3

Guide strategic workforce investment

Why it matters: Workforce initiatives are resource-intensive. Understanding your organization's maturity helps guide decisions on where to invest strategically for the greatest return.

How it helps: With this knowledge, you can confidently make decisions on investments in e.g. technology, process optimization, and upskilling.

How it helps

- Our **Workforce Planning and People Analytics Maturity Assessments** are designed to map your organization across **six maturity levels** – from basic awareness to full optimization. After completing detailed **surveys** and receiving **tailored reports**, you will gain clarity on where your organization stands and receive recommendations on the next steps.
- **Free consultation:** We follow up with a consultation to discuss how to derive and implement your action plan and take advantage of immediate opportunities for improvement.



Distinguishing offerings enables your organization to address specific challenges and build a cohesive, future-ready workforce

	OWP	SWP	People Analytics
Definitions	<ul style="list-style-type: none"> • Short- to medium-term planning of workforce resources • Ensuring that the right number of employees with the right skills are available at the right time to meet operational demand • Focused on immediate workforce deployment, task assignment and resource optimization 	<ul style="list-style-type: none"> • Aligning workforce needs with long-term business goals through comprehensive planning and forecasting • Aligning workforce capacity with anticipated business strategy and external trends 	<ul style="list-style-type: none"> • Use of data to understand, manage and improve workforce performance, engagement, diversity and overall employee well-being • Use of data-driven insights to inform HR strategies and improve workforce management across all levels of the organization
Time Horizon	<p>Short- to medium-term, focusing on daily to annual resource management and task allocation</p>	<p>Long-term (2–5 years)</p>	<p>On an ongoing basis, providing real-time data and insights to improve workforce decisions</p>
Main Challenges	<ul style="list-style-type: none"> • Balancing staffing levels with immediate demand • Allocating resources • Ensuring compliance and labor laws 	<ul style="list-style-type: none"> • Forecasting future skill and headcount demands • Managing workforce transitions • Navigating fast-paced technological disruptions 	<ul style="list-style-type: none"> • Ensuring data quality and availability • Integrating various data sources • Maintaining data privacy
Deliverables/ Tools/Formats	<ul style="list-style-type: none"> • Workforce Management Software to track employee availability, skills & performance in real time • Task Allocation Tools for assigning tasks based on employee skills and availability • Scheduling and Shift Planning Systems to match operational needs and labor regulations 	<ul style="list-style-type: none"> • Predictive Analytics to forecast future workforce needs based on trends • Scenario Planning to understand potential skill gaps • Strategic Roadmaps to align workforce development with business goals 	<ul style="list-style-type: none"> • Use Case Identification and Prioritization Workshops • HR Analytics Dashboards to visualize workforce data in real time • Predictive Analytics and Sentiment Analysis to, e.g., predict attrition risks and derive retention strategies

It is time to act now!

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Unlock the potential of your workforce with PwC's Workforce Planning and People Analytics approaches and maximize your efficiency for sustained success!



PwC is one of the world's leading HR and change management consultancies

Our Workforce Planning experts



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We are a leading workforce practice according to independent analysts. We bring together a differentiated combination of industry, business, strategy, talent, HR, analytics and technology expertise.

10,000 specialists in people and organization in 138 countries help you deliver organizational strategy through people.

86% of the Global Fortune 500 have been served by PwC in order to achieve sustained outcomes across their business.

PwC is #1 globally for HR consulting: the HR Monitor survey of HR directors across the world rates PwC as having the best reputation in HR consulting. We can call upon 370,000 PwC people worldwide to help create the value you're looking for.

We offer leading people analytics and insights powered by PwC Saratoga®, the world's top source for human capital metrics.

18,000 clients have trusted us to help solve their biggest people and organization problems over the last two years.

Forbes recognized PwC as one of the World's Best Management Consulting Firms, with top rankings across 27 categories.

With our HR Transformation consulting services, we advise clients who are building the next generation of HR. Whether it is checking the maturity of their current HR function, laying out strategies for robust and resilient HR designs for more agility and versatility, or implementing digital HR service platforms for more customer centricity, our team of HR transformation consultants acts as trusted advisors for our clients.

About us

Our clients face diverse challenges, strive to put new ideas into practice and seek expert advice. They turn to us for comprehensive support and practical solutions that deliver maximum value. Whether for a global player, a family business or a public institution, we leverage all of our assets: experience, industry knowledge, high standards of quality, commitment to innovation and the resources of our expert network in 149 countries. Building a trusting and cooperative relationship with our clients is particularly important to us – the better we know and understand our clients' needs, the more effectively we can support them.

PwC Germany. More than 15,000 dedicated people at 20 locations. €3.05 billion in turnover. The leading auditing and consulting firm in Germany.

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