



**The Workforce of the Future is Here.**



**People Analytics: Recalculating the Route.**

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# Your presenter today



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# Workforce Challenges and Drivers

# Workforce Challenges and Drivers

Where is the future of the workforce headed?



1



## Demographic upheaval

77 million millennials make up more than half of the workforce while about 1/3 of working Americans intend on working into their 80s.<sup>1</sup>



2



## Increasing digital technology

Technology is changing the way companies design and manufacture while social networking is changing the way organizations hire and manage their people.



3



## Developing new social contract

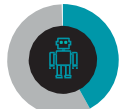
The relationship between employers and employees is changing as many employees anticipate working for many employers and expect rapid career growth.

# The Future of the Workforce: Drivers and Challenges

## Drivers



**77 million millennials** (more than half the workforce) expect a mobile work environment, are fuelling the new “freelance economy” and will change employers after 16 months on average.



**42% surveyed** expect to increase the use of **robotics** and **cognitive technologies** AND 20 percent expect automation to increase hiring levels.



**76%<sup>1</sup> surveyed** expect automation will require **new workforce skills** in the next one to three years.



**42%<sup>1</sup> surveyed** expect to increase the use of **contingent workers** in the next three to five years.



Wage growth has been the strongest for those with **BOTH cognitive and social skills.**<sup>1</sup>

## Impacts



A ‘**hollowing out**’ of the labor market is seen in some markets, leading to growing inequality in skills and earnings.



Measuring the workforce is becoming more unclear. For one company it could be 18000, 30000 or 57000 depending on **how the worker is defined.**



A **shifting balance** of work time to leisure time, more specialization, and a cultural evolution



A **need for more skills**, including digital know-how, management capability, creativity, entrepreneurship and complex problem solving.



Technology can make **learning** available **anywhere, anytime to anyone.**



“**Once done and done**” education and **career models are dead.**

## The future – what it means

### Inclusive economic growth



Business must be responsible for experience-based **learning** and helping employees learn how to learn. But a true tripartite approach to education and learning is fundamental.

**Education, skills and career development** will be more critical than ever to inclusive growth.



Policies must support a **dynamic workforce** that can constantly upskills and reskill, and enable innovation and workforce inclusiveness.



We must avoid fuelling greater **inequality** within our economies. Significant societal implications loom - culture, ways of living, hours spent at work, income distribution.

### The workforce



Don't get caught up in the STEM hype to the detriment of humanities. **Quality learning** is needed across both.



Those able to **apply knowledge** will fare best.



Success will take not just the right heads with the right skills but the right **mix of heads** both in the workforce and delivery teams.



The learning curve may not be the earning curve. Workers may have to **upskill continually** to simply stand still financially.

<sup>1</sup>Deloitte Human Capital Trends 2016

<sup>2</sup>Deming, D. J., (2015) The Growing Importance of Social Skills in the Labor Market. NBER Working Paper No. 21473 Issued in August 2015 (<http://www.nber.org/papers/w21473.pdf> downloaded 13 June 2016).

# Business Implications

# Business Implications

What changes will likely impact the future of the workforce?



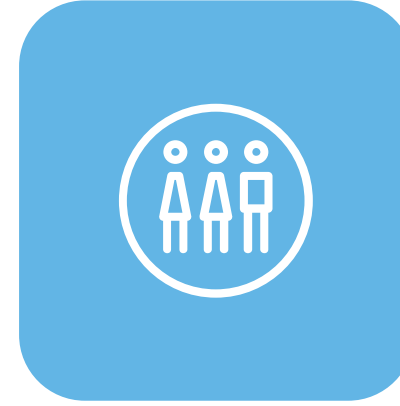
**Technological  
changes & digital  
HR**



**The new workforce**



**Shifts in labor  
policies**



**Employee  
experience and  
learning & career  
development**



**Broader societal  
impact**



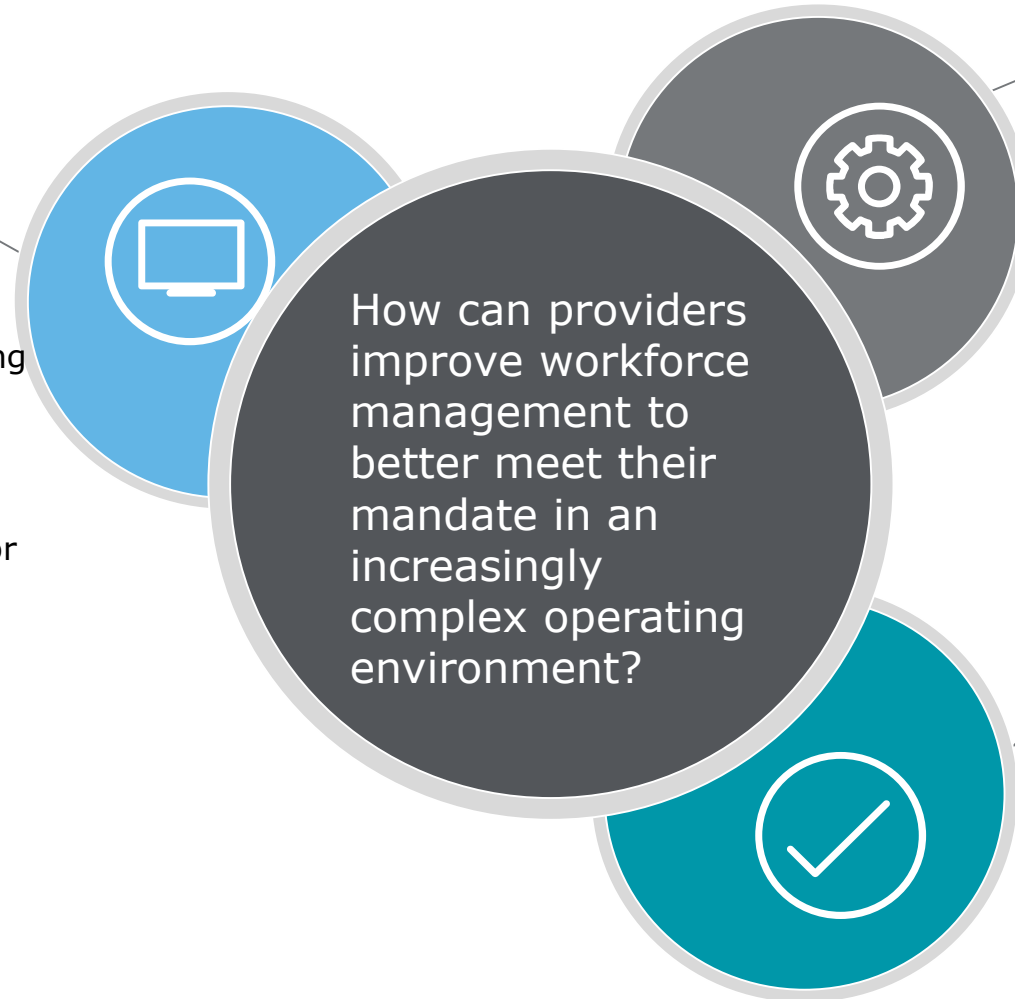
# Specific Provider Challenges

# Provider Specific Challenges

What does the future of the workforce mean for the healthcare industry?

## Technology

Technology trends are transforming healthcare with robotic automation, telemedicine, cloud, mobility, and analytics which is evolving business models and increasing the growing demand for interconnected workforce management environments.



## Analytics

Workforce management systems, process, policy, analytics and governance are all front and center for providers. The ability to take advantage of the data and contextualize the workforce of the future will likely make the leading providers of tomorrow.


## Quality

Providers have a real opportunity to improve workforce management to make a measurable difference in quality of care, costs, institutional brand, and employee-patient satisfaction.

# Economic and Demographic Impact


How should providers care for economic and demographic shifts in the workforce?

## Care for intergenerational demographics




Creating a more flexible career model that supports team fluidity can allow employees to positively experience various roles within the organization while meeting the need for expanding cross-functional skill sets and variable shift times.

## Elevate the employee experience and make it a priority

- 
- Recognize that the integrated employee experience is as valuable as the patient experience strategy.
  - Incorporate the concepts of wellness and well-being in your strategy by offering incentive-based rewards for those that show improvement in particular metrics.
  - Leverage the self-service capabilities of your WFM systems to provide transparency and more accountability at the operational level.

## Measure results

- 
- Some workforce management systems build in incentive-based rewards for those that improve particular metrics within the pay cycle or within the quarter.
  - Performance tracked via the workforce management system can be tied directly to an employee's performance rating.

# Technology Impact

How can providers incorporate changes in technology to maximize people analytics?

## Implement, upgrade and integrate WFM core technology

Upgrade solutions for time management, scheduling, and absence management, replacing legacy systems for a sound digital infrastructure.

Rethink not only what work needs to be done, but also the range of talent segments and technologies that can be used to best complete that work.

## Utilize global cloud technology

Turn to the cloud to manage the increased demand and need for hosting multiple software solutions.

Ensure your organization has the most updated solutions and skills to support changes in the solution.

# Talent Trends

How can providers stay up to date with shifts in the talent landscape?

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## **Identify and analyze all human workforce segments**

- Implement workforce management systems to include contingent, freelance, and gig economy talent to help save time and money, increase quality, and improve operational flexibility and scalability.
- Provide a talent model with greater flexibility for retention of Gen Z and millennials while consolidating contingent and freelance employees to support the expanding gig economy.

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## **Create a workforce management Center of Excellence (CoE)**

- Centralize to increase transparency and to help reduce millions of dollars due to payroll leakage and mismanagement of labor.
- Utilize WFM systems to provide metrics for monitoring labor optimization and employee usage, as well as support for identifying gaps within process, policy, and technology.

# What's Next

## What's Next

Providers can take actions today to get on the path towards the future workforce and people analytics:

1

**Establish a workforce management community of expertise** to provide leadership, governance, and drive leading practices and consistency across the organization.

2

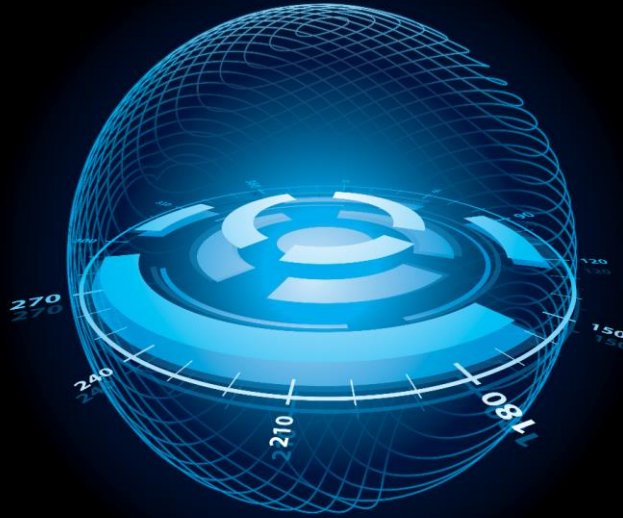
**Standardize time and labor processes** to identify and improve metrics and analytics and streamline WFM-related practices within the organization.

3

**Review policies** and identify opportunities to drive cost savings and consistency through HR policy harmonization across the organization.

4

Review current **workforce management applications and configuration to determine potential opportunities for enhancements** which can enable mobility, schedule adherence, absence management, analytics and advanced scheduling functionality.



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