

MODERN DAY RESOURCING CHALLENGES AND HOW TO ADDRESS THEM

With millennials now representing 50 percent of the global workforce¹ and an ever-increasing presence of Gen Z, ensuring change programs are structured in a way to best utilize and appeal to ‘the people who are always doing two things at once’² has never been more important.

According to a major LinkedIn survey³, there are several attributes which are pivotal to securing the right people for your change program (agile working, a clear view of priorities; a clear career development path). In this paper, we explore how firms should address each of these attributes in approaching resource and workforce management.

Challenges surrounding effective resource management for change initiatives are well understood. Coordinating the optimum number of people with the right skills and to be in the right place at the right time is a complex and time-consuming task often fraught with operational complexity and numerous governance hurdles.

We firmly believe that centralized control and visibility over resource supply and demand offers an effective way to tackle both well-known frustrations and hedge against new challenges arising from the changing nature of the modern workforce.

RESPONSIVE / FLEXIBLE WORKING

Agility in all aspects of the workplace has been clearly identified as a key driver for the modern workforce⁴ but how can this be affected through resource management? For the purposes of this article, ‘agile’ relates to the use of Agile methodologies - a swift and nimble approach to resourcing and flexible working practices.

When establishing a clear view of resource demand, expanding beyond the usual data points collected (duration, role title,

skillset, etc.) to obtaining a clear understanding of the flexible and agile elements of the role will ensure attributes fundamental to the 21st century workforce are understood from the offset.

For example:

1. Which methodologies are used?
2. Are there expectations around location and remote working?
3. Is integrated working with any international teams expected?

1. <https://www.hrmagazine.co.uk/article-details/how-to-engage-your-millennial-workforce>

2. <https://www.theguardian.com/world/2016/mar/08/generation-y-curling-or-maybe-what-the-world-calls-millennials>

3. <https://www.linkedin.com/pulse/top-5-things-millennials-want-workplace-allie-woff>

4. <https://www.businessleader.co.uk/2020-workforce-to-be-dominated-by-millennials/57878/>

At Capco, we believe collating a comprehensive database of role information, held centrally, is fundamental to ensuring best fit between resource and role.

Flexibility also entails the ability to move roles within the organization. An inability to move across internal departments to take on the most challenging and stimulating roles can hinder both delivery and talent retention.

By developing and fostering an open and dynamic resource management approach, a similarly open and dynamic corporate culture will follow – with ‘a collaborative and innovative culture’ quoted as one of the key priorities in the LinkedIn

survey mentioned earlier, the ability to ‘kill two birds with one stone’ through a dynamic approach to resourcing shouldn’t be underestimated by change organizations.

Consideration should be given to breaking down silos across large and disparate organizations by holding role and resource information centrally. Whether this is via an online tool or a shared spreadsheet, the ability to populate roles from a broader talent pool can only benefit the organization. This will enable people to move for the right role to further their career goals and, through filling open roles from a broader candidate pool, will reduce occurrences of being forced to fill a key change role with an external or day rate resource.



UNDERSTANDING THE PORTFOLIO OF WORK

A clear understanding of your prioritized portfolio of work brings myriad benefits to resourcing and talent retention in a modern workplace. By clearly understanding the priority programs, the benefits they will realize for the business, and the skillsets required to achieve this success, talent can be funneled to the most appropriate initiative quickly and efficiently.

There are three key steps to managing your portfolio and immediately enable dynamic resource management:

1. Break down organizational barriers between departments

Bring your Heads of Change together to create and allow visibility of resources across different departments and ensure there is a dedicated sponsor (usually the chair). What does that mean and how do you do it?

A dedicated sponsor and a strong centralized team are key in achieving a truly dynamic resource management process. Make this focused on actions and decisions. If the process is run well, it will allow the organization to use internal tools or external to see which resources become available when. With the right management information (MI) at hand, the sponsor can steer the process and encourage others to move from a budget/resource protective approach to a dynamic collaborative and iterative one.

Benefits will include knowledge and staff retention, internal mobility, dynamic responses to changing demand that benefits multiple parties.

2. Speed up resourcing elements by collaborating with HR and internal recruitment functions

Do not be afraid to challenge existing processes to reduce recruitment timescales, internal re-allocation of resources and extensions of third-party vendors at short notice.

Often the challenges companies face are related to long onboarding and interview timescales and internal processes to move people from one role onto another. Where possible, ensure you are close to the process and even challenge this at times where you see potential improvement. This will be key to enabling efficient and timely management of resource 'ramp ups' and 'ramp downs'.

Have all the MI in advance to work within required timelines. Benefits will include unambiguous and consistent resource management process followed without further delays, clear path to onboarding and re-allocation with known escalation contacts.

3. Know the existing and upcoming portfolio of work and resource skillsets (both existing and required)

The better visibility you have of the existing and upcoming projects, the easier it will be to identify the resources required. Knowing if resources become available in one-months' time is good, but it does not tell you much about where you can redeploy them unless you have their skillset at hand.

Ensure there is a mechanism to capture skills and keep it current – examples can include the internal company directory, a skills matrix or other tools that can have smart ways to link roles to people utilizing key words.

Benefits include clear visibility of organizational skillset, easy and factual redeployment to achieve win-win situations both for the projects and for the people.

Effective resource management is key to securing the best workforce of 2020. By using a dynamic and nimble approach to work, portfolio prioritization, delivery efficiency and flexibility to address supply/demand rapidly can be achieved. This brings informed, empowered, and satisfied employees across all generations and profiles.

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