



Modern Workforce Management Strategy





Introduction 🤖

A brief history of workforce management:

In 1922, James R. Angell, president of Yale University and the Carnegie Corp., led a joint initiative between the Engineering Foundation and the National Research Council. The goal was to take workforce science to new heights through unifying modern engineering, labor, management, and educational bodies. It has given birth to what we know today as Workforce.com and workforce management.

Since then, the team behind Workforce.com has delved deep into the science behind workforce management — from productivity, labor regulations, workforce challenges to the evolution of work. All of these insights have been put into practice with a full-featured workforce management platform that is being used by companies around the world.

This ebook will discuss the different areas involving workforce management, how technology can improve it, and the emerging trends in workforce management technology and how companies can leverage them.

Making Workforce Management Technology Work for You



CHAPTER 1: Defining workforce management: Leading teams for success (3)

- ✓ Main components to effectively lead and manage frontline teams (3)
- ✓ Debunking common workforce management myths (5)
- ✓ Setting up your workforce for success with the right technology (7)

CHAPTER 2: Enriching your HR function with WFM technology (9)

- ✓ Dealing with too much paperwork (9)
- ✓ Building a strong compliance strategy for wage rules (10)
- ✓ Using reports and analytics for key workforce management decisions (11)
- ✓ Retaining employees (12)

CHAPTER 3: Workforce management tools to help address modern workplace challenges (13)

- ✓ Automatic employee scheduling (13)
- ✓ Advanced workforce analytics and open APIs (14)
- ✓ Cloud mobility and ease of use (14)
- ✓ Robust and customizable compliance engine (15)
- ✓ GPS tracking and geofencing for better time and attendance tracking (16)

CHAPTER 4: Ethics and the future of workforce management (17)

Conclusion: Staying ahead with workforce management technology (19)



Chapter 1:

Defining workforce management: Leading teams for success

Workforce.com identifies three main components that are crucial to effectively lead and manage frontline teams. Each requires a unique approach, but as a whole these areas should function seamlessly. Let's look at each of them.



Operations

When talking about workforce management, the first thing that comes to mind is operations management. It is all about making sure that quality output is created and maximized within the given time frame and resources in an organization. This involves planning, organizing, and using the right technology to automate vital areas of workforce management. Some of the processes are creating employee schedules, timekeeping, output management, forecasting, and increasing productivity.



Labor compliance

Labor regulations govern workforces around the world.

These laws are implemented to set pay standards for workers and regulate certain business practices concerning wages, working conditions and employment relationships.

Labor regulations can differ by country or region, and these are taken into account in company employment rules and policies. While increasingly difficult to remain compliant, failure to do so can result in costly penalties that can greatly damage not just an organization's bottom line but also its reputation.



Employee engagement

Employee engagement is an area of workforce management that focuses on enabling employees to perform their best in alignment with their individual purpose and the objectives of the organization as whole.

Employee engagement is typically correlated with happiness with work. But it's important to note that they are not one in the same. Happiness at work is just one of the byproducts of good employee engagement. To achieve good employee engagement, there has to be a clear communication in the workforce — from onboarding to getting the job done



Roses Only team uses Workforce.com to
streamline its business processes



Debunking common workforce management myths

Workforce management can spell success or failure for an organization. Let's look at some of the common beliefs that can hinder success for an organization.

a. It's just scheduling.

While creating schedules is an important part of workforce management, it's not just all there is. It has a lot of moving parts that are tightly integrated with each other. This includes timekeeping, budget forecasting and engaging employees.

b. It can be done manually or using spreadsheets.

This can be done manually, but such an option can be prone to mistakes. One wrong value input can mess up the entire sheet and end up being counterproductive. It can result in wasted time to find the problem.

c. It is easier for smaller organizations.

There are many factors at play in workforce management, and one of them is company size. But that doesn't mean that a smaller organization has it easier than a big corporation. Each organization, regardless of size, has its own unique set of goals, objectives and needs. And all of these come into play when managing the workforce.

What makes it easier or harder is not just how many employees they have but also the alignment of roles, resources and objectives.

d. Upskilling or training can lead to more skills and less staff.

Nurturing the potential of staff is vital in workforce management, but developing their skills and training them to gain new ones doesn't necessarily mean a lesser need for staff. There needs to be a balance in mentoring staff to be able to do more and making sure that they still have the space to master their newly acquired skills. Leaders need to be careful not to unnecessarily push staff from task to task or they can risk driving them to burnout.



e. Culture doesn't have an impact on business performance or bottom line.

Culture is one of the vital components that sets the tone for employee engagement. A company may have a strong set of policies but it will all be for nothing when the culture doesn't sit well with the employees. It can lead to high turnover rates, lower productivity and overall low workforce morale, which can all impact the bottom line.

f. There's a one size fits all approach to workforce management.

Establishing processes for operations, labor compliance and employee engagement is a good start. But workforce management continuously evolves. There are always changes that will influence the needs of an organization and leaders need to be quick to adapt to those changes. Adjustments are necessary in workforce management, and it's something that leaders need to pay more attention to.





Setting up your workforce for success with the right technology



Workforce management involves many processes that can be daunting and time-consuming for managers or team leaders. Here are some best practices that can make workforce management more efficient.

a. Use a workforce management platform.

Leverage technology for the administrative tasks involved in workforce management. Use a workforce management platform to accurately track attendance, automate timesheet to payroll processing, scheduling, time-off management, and to make sure that labor laws are accounted for in computing for pay.

An effective workforce management platform goes beyond borders and allows for teams to work together no matter where they are. Go for a solution that can be accessible any time, anywhere and on any device.

Before going for a workforce management solution, it's imperative to look at your needs as an organization. According to the Workforce Management Trends for Hourly Workers, 46 percent of respondents say that poor integration with other systems is a shortcoming of their current workforce management platform. Avoid this type of challenge by understanding your requirements and considering ease of use for staff.

b. Monitor and optimize.

Workforce management is all about maintaining efficiency and employee well-being. One advantage of automation is having data and



analytics that can be a source of insights as to how you can optimize your operations and what areas you can improve on. Analyze your data and make informed decisions about how you can improve productivity and employee engagement in your organization.

c. Listen to your employees.

Communication is key to a successful workforce. Always keep channels open to your employees. Since many staff members are essential workers and must be on the front lines, it pays to listen to them to gain better insight on customer service, identify operational gaps, and improve working conditions.

Effective workforce management is all about employing smart solutions to spend less time on repetitive tasks and paperwork and more time on improving the business and empowering staff for success. It's all about creating value for customers and employees alike.





Chapter 2:

Enriching your HR function with WFM technology

Human resource management, as its name suggests, is an area of business management that ensures a holistic experience for the organization's most important resource — its people. It involves a lot of moving parts and these can come with their own challenges. Here are common challenges in human resource management and ways to solve them with workforce management technology.

a. Dealing with too much paperwork.

Human resource management deals with a lot of information — from employee details, company policies and other essential business documents. And too much paperwork can be a burden. It can take time away from more valuable tasks like strategizing and optimizing programs and processes.

How to solve:

Automated workforce management solutions can remove the tedious task of manually processing paperwork for HR teams. For instance, digital employee onboarding solutions help eliminate the long forms that new hires need to fill out. They enable new staff to log their information and upload important documents online. This ensures better accuracy of information, improves the employee onboarding experience, and allows for a better way for a new hire to spend their first day at work. In addition, it also provides a smarter way of keeping necessary documentation and information in one place, which equips HR teams to track them easily and make updates when necessary.

Workforce management solutions also help automate administrative tasks such as time and attendance, timesheets and payroll, which minimizes errors and saves time for busy HR teams.





b. Building a strong compliance strategy for wage rules.

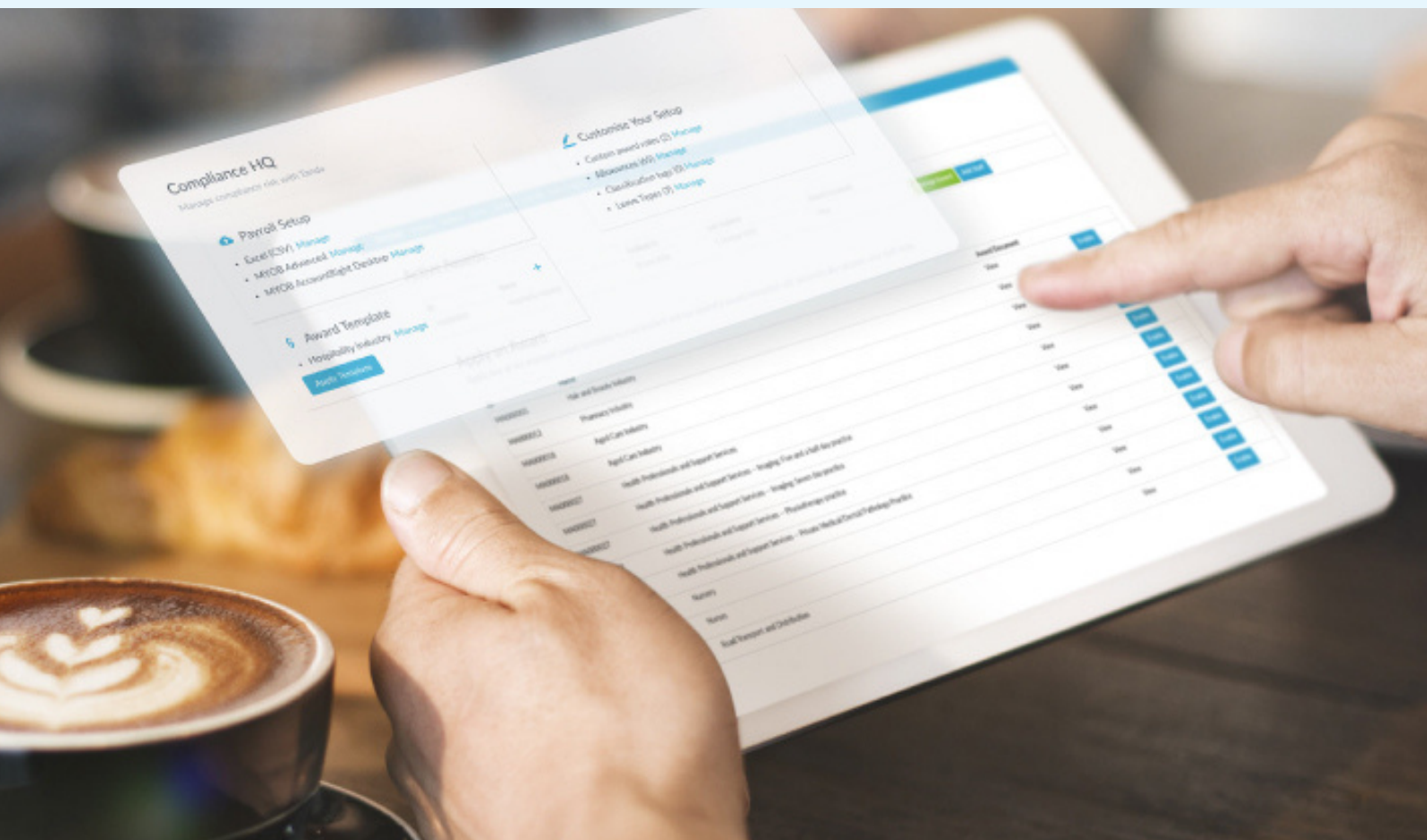
“In my experience, HR will often document the duties of a position and then help to assign those duties to a particular minimum wage,” Andrew Stirling, head of product compliance at Workforce.com explained.

HR has a leading role with wage law compliance. They need to have a good understanding of the business and the particular wage rules that apply, but it can be easier said than done when HR teams have other concerns on their plate. Keeping pace with these regulations and making sure they are applied accordingly and in a timely manner can be a challenge.

How to solve

The key is to have the right systems in place for compliance, and HR teams can start with this. Involve technology when implementing a compliance strategy, especially when it comes to wage rules.

Workforce.com, for instance, is built with a labor compliance system that automates compliance with local, state and federal laws. From employee scheduling to processing payroll, it ensures that there are no violations, staff are paid the correct rate, and helps protect the business from potential penalties.





c. Using reports and analytics for key workforce management decisions.

HR teams can face challenges when it comes to using data for key decisions that involve the workforce. A common problem is access to data, lack of tools to create comprehensive reports, and failure to equip frontline managers to leverage analytics in their day-to-day operations.

Without the right data, workforce management-related issues, especially along the lines of labor costs and staffing needs, tend to repeat themselves.

How to solve:

“Every company is different, even those in the same industry. Typically, most solutions can provide basic cost reports, but you need more than that to better optimize your operation. Having the technology that generates reports specific to key components of your business is vital, but harder to come by,”

Travis Kohlmeyer, vice president of sales at Workforce.com explained.

It’s essential for HR teams to have a workforce management platform with robust reporting capabilities. It should be able to pull in information from different areas of the business and create comprehensive reports out of that information for key stakeholders in the organization.

Furthermore, it’s also crucial for frontline managers to be equipped with access to analytics, the very people who are creating the schedules and running operations. It’s crucial to provide them with the analytical information before the fact or else data can only help after the money has been spent.

“If you don’t give managers the tools they need to schedule more effectively, historical costs tend to repeat themselves,” Kohlmeyer said.





d. Retaining employees.

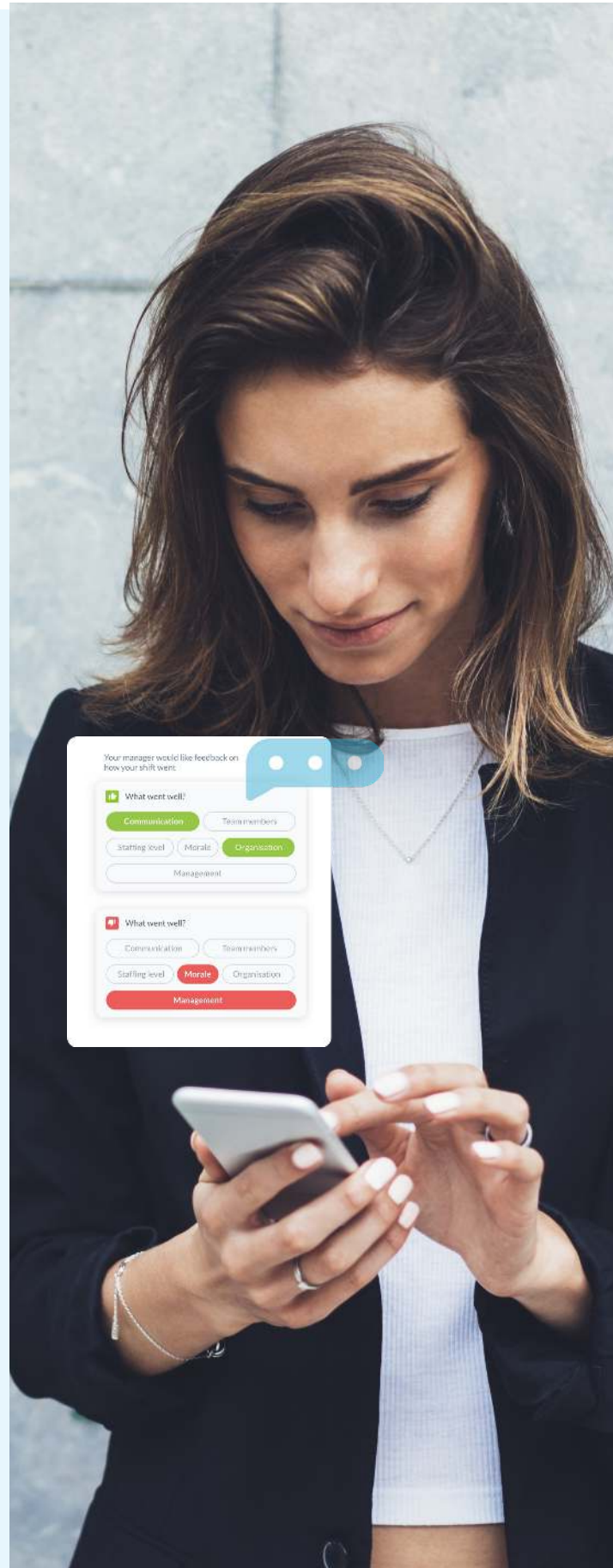
Attracting the right talent is just half of the battle. The other half is retaining and keeping them satisfied with their role, especially those that are performing above and beyond.

How to solve:

It's all about consistent feedback, growth and learning. Employees are more likely to stay the course when they are given opportunities to grow and are recognized as a vital part of the organization's success.

Training and development programs are essential to retaining employees. But creating these programs is not a one-time thing. That's why it's important to have regular alignments with your staff. Regular check-ins can help you get a pulse on their current sentiment about working in the organization, satisfaction with their roles, and the challenges or gaps they're facing. From there, you can customize programs or identify next steps that can help them stay engaged.

Technology is vital to keeping communication and feedback seamless and continuous. Chat apps and shift ratings and feedback systems can make employee performance assessments more timely. Workforce.com, for example, has a built-in chat application and shift ratings and feedback feature to allow for instant and continuous feedback between managers and their team members. With these in place, there's no need to wait for the next performance review to address issues and improve performance. These technologies help nip issues in the bud and help employees stay engaged.





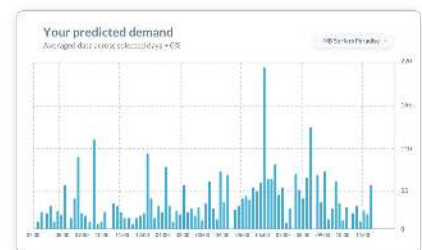
Chapter 3:

Workforce management tools to help address modern workplace challenges

Effective workforce management is all about optimizing operations, staying agile, and being proactive with finding the right tools that will put the organization ahead of the curve. Here are some of the workforce management technologies that address challenges that companies face.

Automatic employee scheduling

Demand prediction is considered the first key step in auto-scheduling. The more applicable information that can be collected about how busy it's forecasted to be, the more accurate and confident the staff coverage. Workforce.com can currently integrate with any existing business system (i.e POS, MES, HMS, ERP's etc) to capture this demand data and predict staffing requirements. This can then be adjusted for location unique factors such as events, weather, seasonal changes, trends and manager discretion.



Once managers have confidence in their demand prediction, shift building is the next step. Software like Workforce.com can help managers create shift patterns for the amount of work that needs to be done, while keeping in mind regulations that set limits on how few or many people can be working at a given time. Still, managers need to ascertain certain information from employees to help make this possible, such as by approaching employees and getting hard numbers on how long it takes to complete basic tasks within their shifts.

Shift filling is where the most innovation comes in where managers will be able to effortlessly fill shifts factoring multiple constraints, such as labor costs, qualifications, roles and labor laws. If an employee is unavailable, managers can offer that shift to other available staff. Workforce.com can then show managers how much a potential shift swap costs, enabling them to stay on budget. Being smart at shift building and shift filling against projected business demand will ultimately both make employees more satisfied and help control budget efficiency.

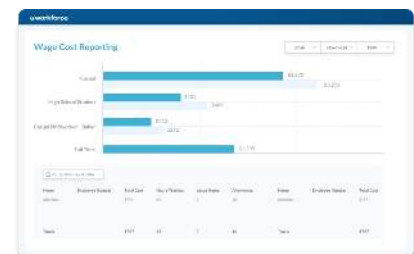


Managers will be able to accomplish this with the right tools that give them the best potential technology and algorithms while also giving them the opportunity to put the employee in the process. Technology built on this win-win philosophy will be the future of automated employee scheduling with both employee and employer achieving desired outcomes.

These advancements in “one-click scheduling” are predicted to drastically save on manager administrative time, optimize labor cost and reduce over- and understaffing.

Advanced workforce analytics and open APIs

Companies that can efficiently discover patterns, spot potential problems and optimize their workforce quickly will stay ahead. This is only possible when organizations have access to their data and have the mechanisms to generate reports that are clear, easy to understand and make the most sense for stakeholders such as HR, payroll, managers and employees.



With Workforce.com’s advanced reporting suite and API, organizations will be able create custom reports and workflows for efficient analysis. Companies can choose to use customizable built-in reports or create their own by pulling information from any data point.

By leveraging the power of connectivity, enterprises can quickly eliminate the chaos of using multiple applications leading to rapid innovation and deeper insights into their workforces.

Cloud mobility and ease of use

The rise of native SaaS cloud applications over clunky enterprise workforce management software with organizations preferring improved frontline manager/employee mobility options and ease of use. Employees should love to use the tools provided or they generally won’t use them at all.



Simple and modern UI has long been missing from workforce management solutions with organizations needing to solve their problems and complete tasks in the easiest and quickest way possible. Workforce.com remains the leader in workforce management design as we continue to invest in simplicity and ease of use to increase employee engagement, usability and lower support and implementation issues.



It's also becoming paramount for organizations to lead with a mobile first strategy for their workforce management. Managers and staff can use the Workforce.com app to clock in, see timesheets, create schedules and communicate with the rest of the team.

Implementation expectations adhere to these ease of use and quick-to-learn principles with organizations expecting higher standards and tighter deadlines when rolling out or switching from a legacy solution. Workforce.com [implementation is now easier and faster](#) ensuring that users can start using the platform in no time reaping benefits of upgrading faster.

Robust and customizable compliance engine

The Biden administration is pushing to raise the federal hourly minimum wage to \$15 by 2025. Organizations need to start preparing for minimum wage changes and complying correctly. Companies that fail to comply are at risk of facing stiff financial penalties and negative public attention.



Staying abreast of these changes is crucial, and organizations are looking to have an automated system in place that makes transition and compliance easier. Organizations need solutions that can simplify and automate labor law compliance — a proactive platform that accounts for all applicable federal, state and local labor regulations from employee scheduling to payroll processing.

Workforce.com continues to invest in our fully automated and user customizable compliance engine, pioneered in Australia to manage the world's most complicated and expensive wage laws and costs. Instead of manually updating or having to calculate different wages for schedules, overtime and payroll, organizations will be able to have changes automatically forecasted and updated. We predict labor compliance to continue to become increasingly complicated due to political, regional and union influence.

Higher wages will also mean increased labor cost and a need for companies to be smarter around how they schedule, track and spend on wages. Workforce management features that can boost employee productivity while providing wage oversight for owners and front-line teams to proactively manage will be key.

A way to address this is by using Workforce.com's Live Wage Tracker, which provides a real-time view of staff count, exact costs and where there may be overspending per shift factored for compliance.

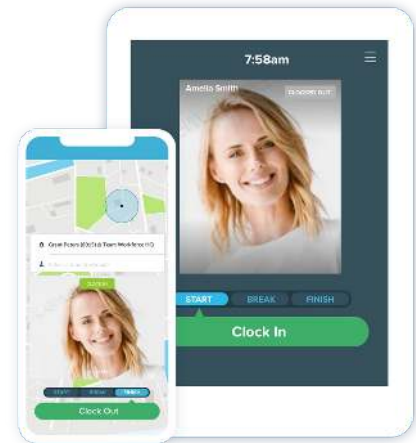


It equips frontline managers to make decisions quickly and adjust staffing levels accordingly throughout the day. With this, businesses can be more efficient in controlling their labor costs and optimizing real-time operations.

GPS tracking and geofencing for better time and attendance tracking

With more employees clocking in on their phones, it could be possible for them to clock in anywhere. Geofencing — a capability in which time and attendance tools can put a fence around a location that workers cannot clock in unless they are on premise — is one solution that's gaining momentum.

Karen Piercy, a partner in Mercer's Philadelphia office, said that she's recently seen more clients ask about geofencing when looking for vendors. While it used to be something that clients were not directly seeking when looking for a vendor, now it's something on many wish lists.



For instance, with workforce.com GPS Clock ins instead of just one device for clocking in, staff will be able to use this feature to clock in on their own mobile device. Employees who are on the go can also use it to accurately log their start and end times, as well as their break and location while on shift. This results in a lower hardware and maintenance cost of ensuring accurate timesheets while reducing use of a communal device.





Chapter 4:

Ethics and the future of workforce management

This chapter was authored for Workforce.com by Lisa Disselkamp, managing director for Deloitte. This article has been edited for space considerations

As the future of work rapidly evolves and organizations integrate people, technology, alternative workforces and new ways of working, leaders are wrestling with an increasing range of ethical challenges.

These challenges are especially pronounced at the intersection between humans and technology, where new questions top the ethics agenda about the impact of emerging technologies on workers and society. How organizations combine people and machines, govern new human-machine work combinations and operationalize the working relationship between humans, teams and machines will be at the center of how ethical concerns can be managed for the broadest range of benefits. Organizations that tackle these issues head-on — changing their perspective to consider not only “could we” but also “how should we” — will be well positioned to make the bold choices that help to build trust among all stakeholders.

Ethical concerns are front and center for today’s organization as the nature of work, the workforce and the workplace rapidly evolve. In Deloitte’s 2020 Global Human Capital Trends report, 85 percent of survey respondents believe that the future of work raises ethical challenges but only 27 percent have clear policies and leaders in place to manage them.

And managing ethics related to the future of work is growing in importance: More than half of the respondents said that it was either the top, or one of the top issues facing organizations today, and 66 percent said it would be in three years.

According to our report, four factors rose to the top of the ethics concerns: legal and regulatory requirements, rapid adoption of AI in the workplace, changes in workforce composition and pressure from external stakeholders.



The leading driver that respondents identified was legal and regulatory requirements. Given that there is often a lag in laws and regulations relating to both technology and workforce issues, this perception is surprising.

The pressure on ethics created by the rapid adoption of AI in the workplace, however, is much more understandable. AI and other technologies make ethics in the future of work, specifically more relevant because the proliferation of technology is driving a redefinition of work. Perhaps the issue that has attracted the most attention is the question of how technology affects the role of humans in work.

While our survey found that only a small percentage of respondents are using robots and AI to replace workers, headlines of the forthcoming “robot apocalypse” continue to capture global attention and raise concern. Organizations that are implementing technologies that drive efficiencies can expect to make decisions whether and how to redeploy people to add strategic value elsewhere, and what, if they decide to eliminate jobs, they will do to support the workers thus displaced. AI will also be a part of scheduling work across a blended workforce of machine and human workers.





Conclusion:

Staying ahead with workforce management technology

Workforce management technology is vital to an organization, but employing the most suitable solution for your business is the true game changer. The best workforce management system is one that's built to solve your future challenges, is automated, and is easy for your team to use.

An organization can only stay ahead when it knows how to optimize its workforce and do so quickly.

Workforce.com can help organizations do exactly that. It has all the capabilities for accurate time and attendance management, demand-based employee scheduling, robust reports and forecasts, automated labor compliance, and seamless integrations and API. The Workforce.com platform automates the administrative aspects of workforce management and equips managers and other key decision makers with the tools and data to optimize operations in real-time and make data-driven decisions for the long term.

See how Workforce.com can empower you to stay ahead

[Book a demo](#) or [try it for free](#).



