



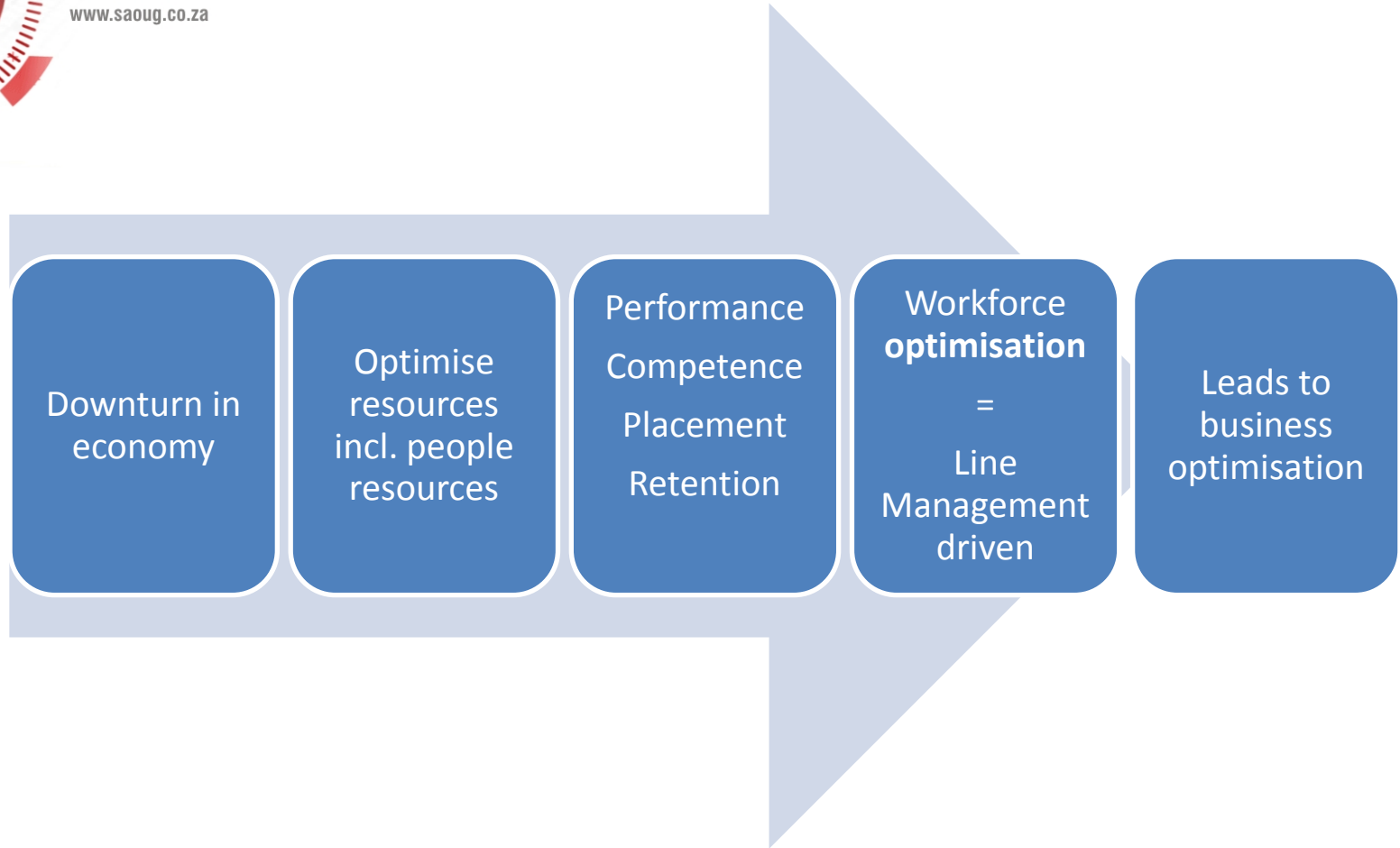
# Workforce Optimisation

**How organisations can gear themselves to ensure maximum ROI on their Oracle investment**

**Martie van Rensburg  
Business Alignment Specialist  
QBIT Group**



# Workforce Optimisation





# Agenda

- What business needs
- Context of optimisation
- Practical tips
- Summary and conclusion



## What does business need?

People Management solution that:

- is **effective** and **responsive** to changing business needs
- **empowers line management** to make people decisions
- ultimately enables **workforce optimisation**



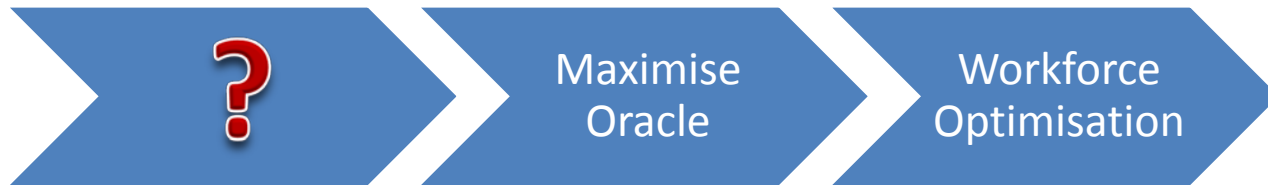
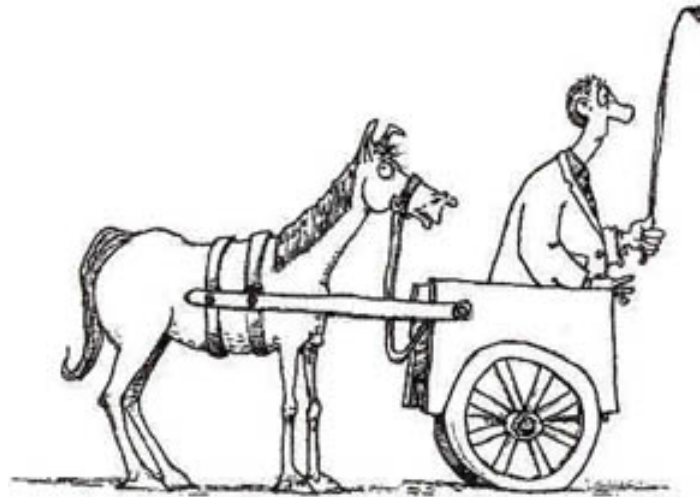


## Information requirements

- Volume of people - by accountability levels and capability areas (role families)
- Positional and organisational structures and headcounts.
- Long-term performance levels - relate to business performance current + future
- Competency and skills gaps – current and future need.
- Pay percentiles - guaranteed remuneration, incentives, benefits and bonuses
  - All employee types (permanent, contract, temporary)
  - Current year + future increases and benefit costs.
- Historic and anticipated medium-term investment costs
  - infrastructure, development, salaries
  - high and low performers tracked against business plans.
- Employment Equity levels – per accountability levels/capability areas and Organisation Hierarchy.
- Succession plans and talent grids - bench strength + retention of critical capabilities.

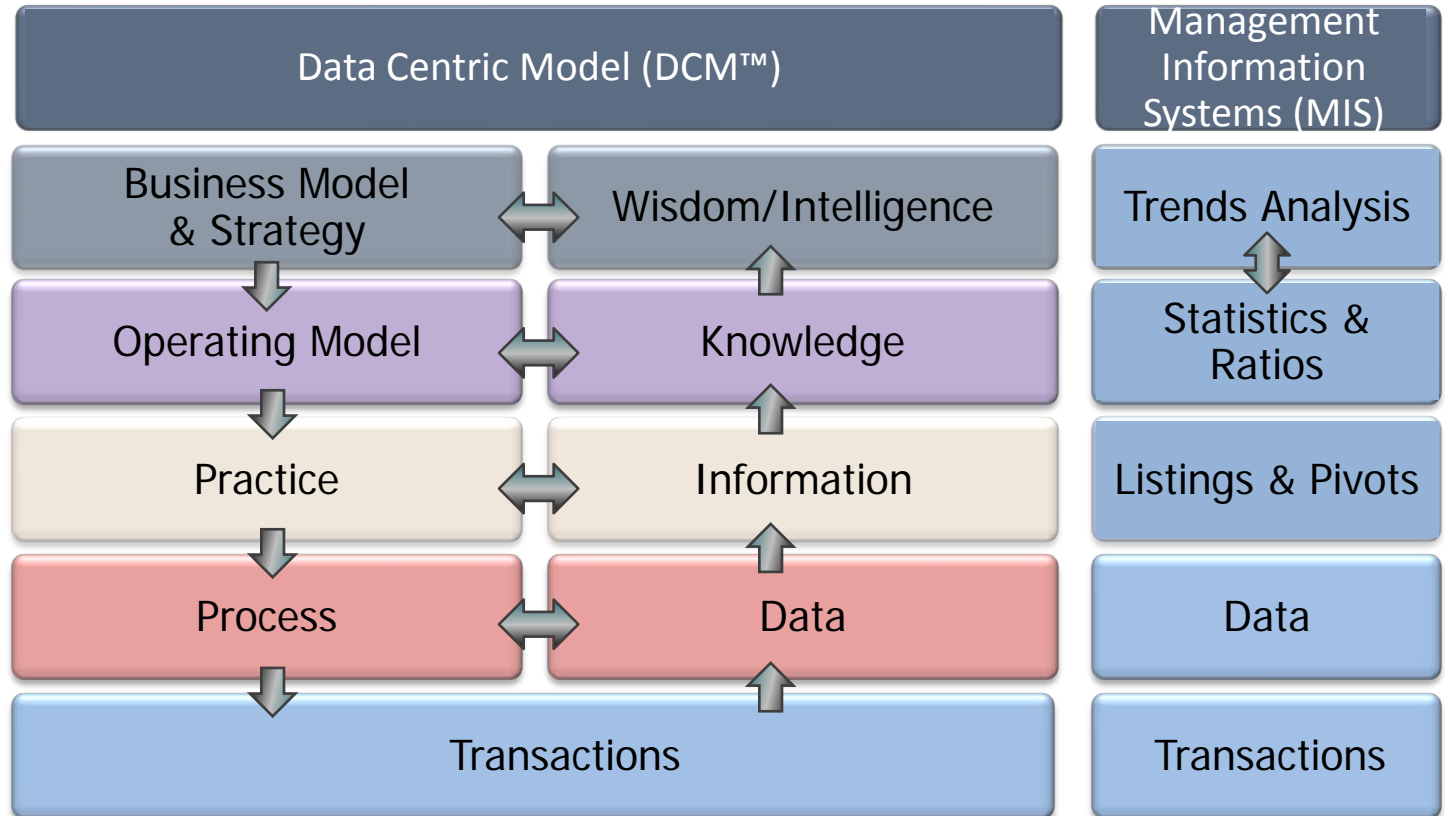


# Technology to the rescue?



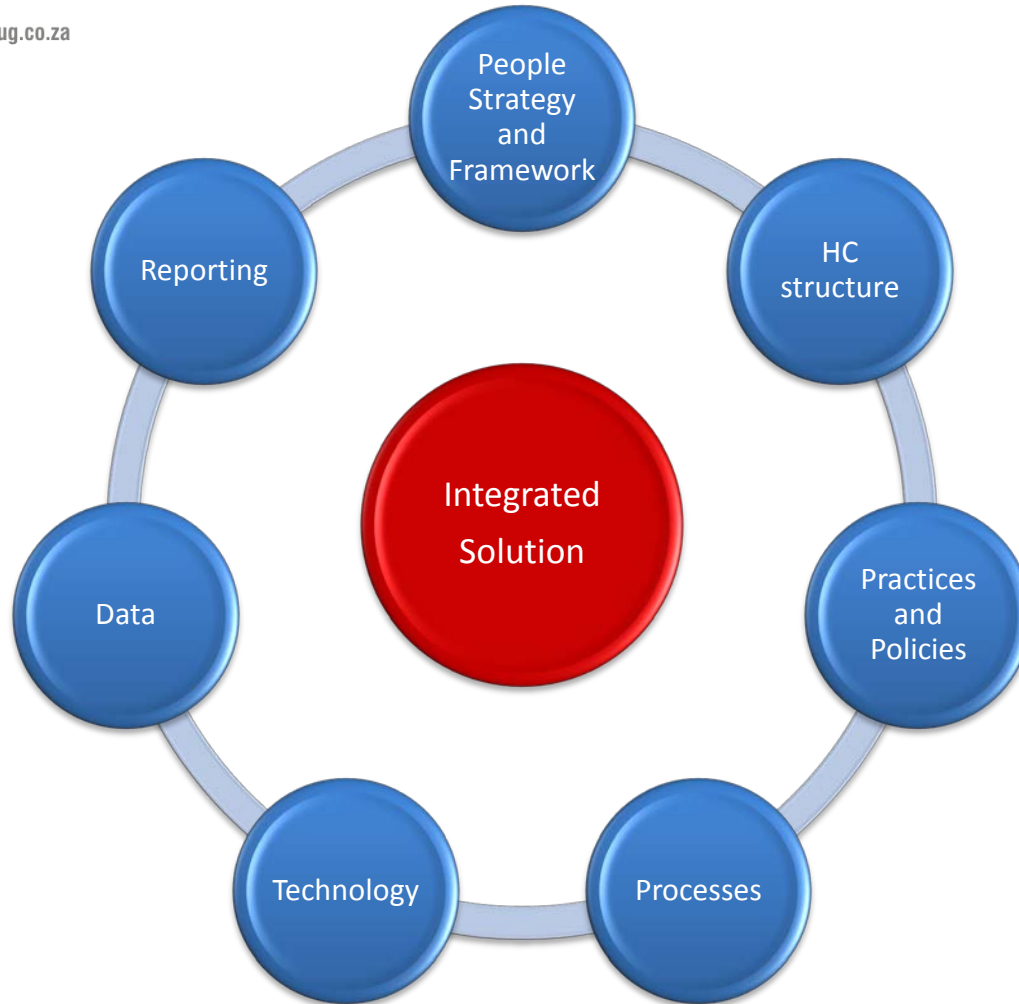


# How information is generated





# People management solution





# People Strategy and Framework



- Adopt a **Work Centric™ approach** and philosophy
- Review work definitions (jobs/roles) in the broader **context of the business** strategy
- Agree on a HC Framework which will establish **standardisation and integration** of people management across the organisations (e.g. SIPP®)

Right *work* done in the  
Right *way* by the  
Right *people* for the  
Right *pay*

**Work to the Power of People (WP®) refers to the healthy relations between people and business**

**Standard Oracle supports a Work Centric™ approach**



## Human Capital Structure



- Review whether the current HC structure **supports a standardised and integrated** people management solution
- Establish a **hybrid design** – centralised principles; decentralised consultation
- Assess current **capabilities of team**
- Design **customised skills development plans** for the HC team

Appoint:

- *Practice Owners*
- *HC Solutions Architect*



## Practices and Policies



- Define and document **practice approach and principles** based upon the broader HC framework
- Create **RACI charts** per practice to identify **integration points** with other practices and the relationship thereof (incl. HC Consulting)
- Agree **people costing approach** and process with Finance
- Review **customisations vs. practice principles**

Practice Owners accountable for:

- *Practice Design*
- *Communication*
- *Education*
- *Implementation*
- *Monitor and Report*

Technology should enable practice principles – not determine it



## Processes

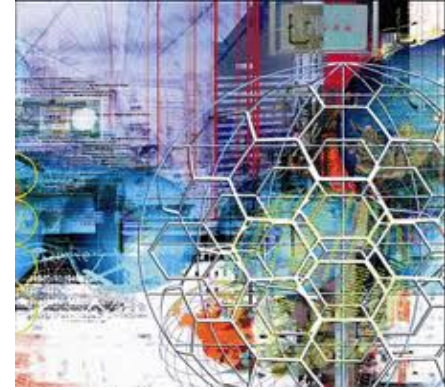


- Design processes **based on practice principle** (within the HC Framework)
- **Practice Owner are accountable** to design, manage and monitor integrated processes
- Assign **clear accountabilities** per process steps
- Ensure all processes are **mapped, kept up to date and readily available**
- **Manage processes** – track errors and deviations

Make use of process management optimisation  
e.g. *Six Sigma, Lean*



## Technology



- **Avoid /remove customisations** where possible
- Refer to **practice principles, standard Oracle functionality and supported extensions**
- Validate all change requests with your **HC Solution Architect**
- Training should cover **functional understanding** (the WHY) as well as **system knowledge** (the HOW)

Technology and automated process does *not replace human judgment and interaction*



## Data



- Conduct a thorough data audit incl. history
  - Missing data
  - Incorrect data
  - **Data relationship**
  - **Business meaning**
- Create a Data Cleansing plan
- Create a staging area to test all modules, interfaces and reports
- Perform data cleansing through the operational practices

Aspect that potentially has the *biggest impact* on system ROI



## Reporting (MIS)



- Establish a MIS is a reporting practice that specialises in the extraction, manipulation and presentation of data in such a way that the result enables business decision making
- Report formats should be statistical, summarised and it revolve around aspects of time, cost, ratio and trends
- MIS is not Information Management
  - IM - establish and maintain technology.
  - MIS is a user of the technology component but does not maintain it.
- MIS should not report on practices.

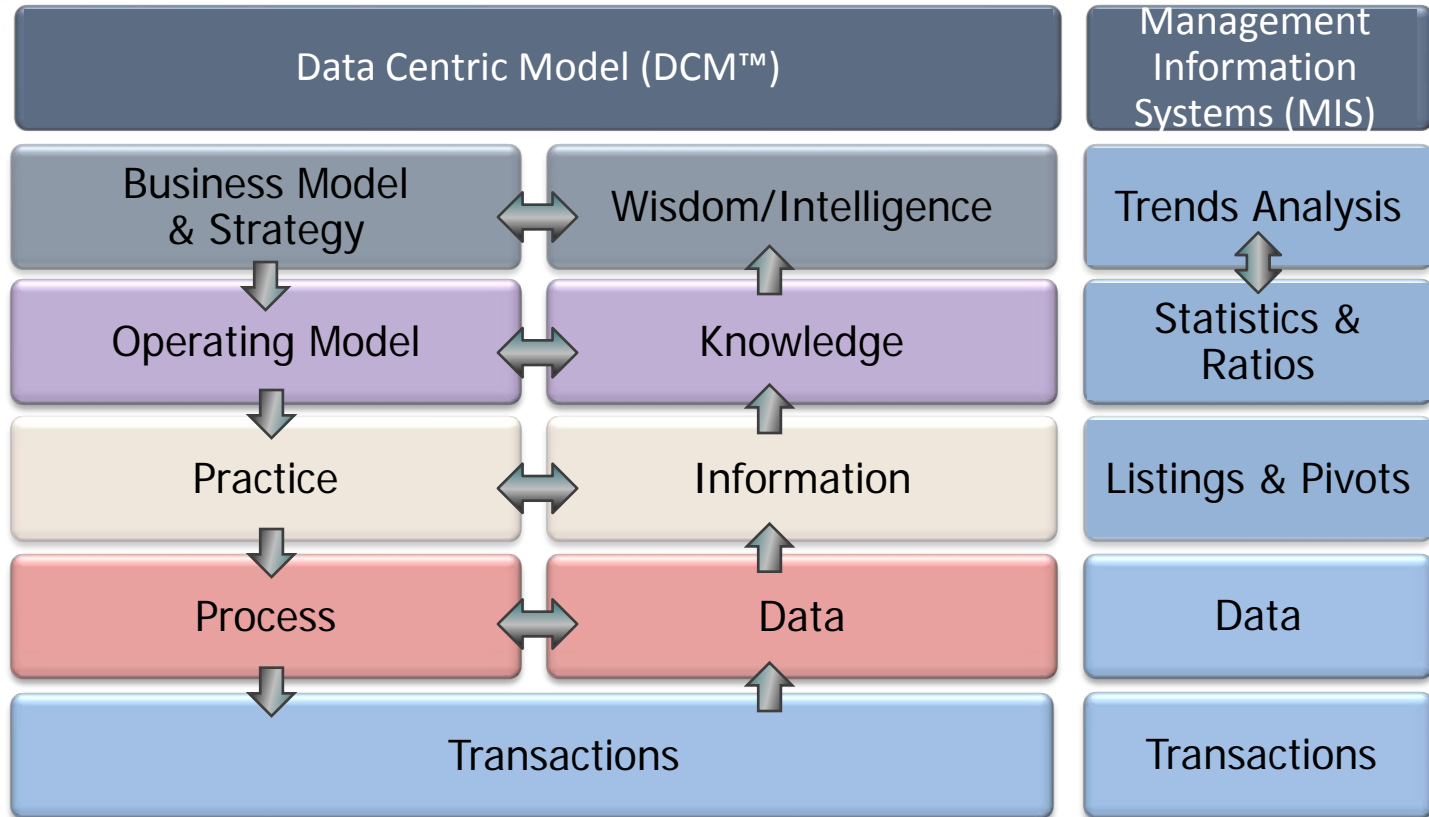
MIS is *not responsible for data input, changes or integrity* - the specific practice owner of that data is



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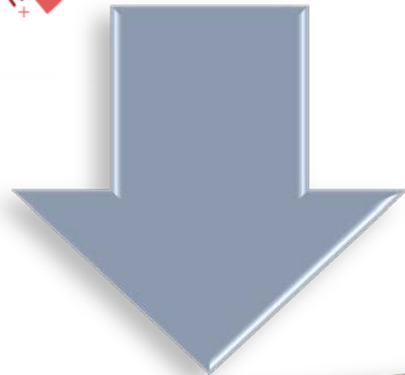
# Workforce Optimisation solution



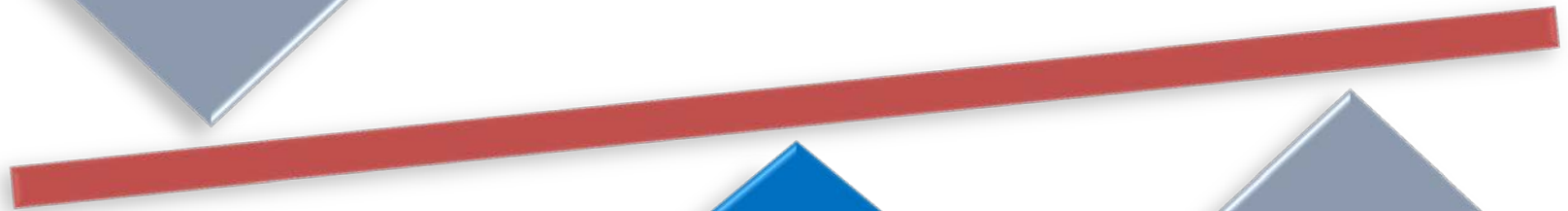
Use the People Practices Health Check™ to determine optimisation opportunities



# Maximizing The ROI Of Technology...



Technology  
Strategy



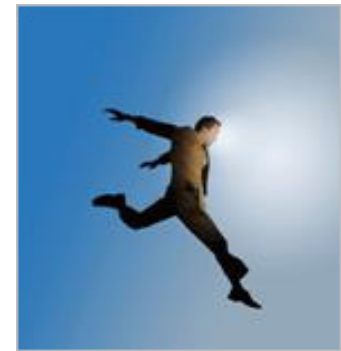
People  
Strategy





“The first step toward success is taken when you refuse to be a captive of the environment in which you first find yourself”.

- Mark Caine





# Thank You

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