

WORKFORCE VISIBILITY:

INSIGHT NOT INTUITION



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Introduction

Workforce visibility: insight not intuition

You probably know a great deal about your clients or customers – their purchasing behavior or the way they prefer to use your services. And that's great for business.

But what about your own employees? Do you know which department has the highest turnover or what motivates your star performers? How long does your recruitment process take? If you can't answer these questions quickly, you're losing sight of a vital business asset: your people.

However, you're not alone, many organizations find it hard to maintain an accurate view of employee information. Keeping pace with the modern workforce is a challenge. It's made up of people of widely different ages, experiences and skill sets. In turn, they work flexibly, part-time, freelance and full-time – from locations around the world. They're motivated by success and compensation, but also value purposeful work and personal development.

And it's your job to keep them engaged and productive. To do this effectively, you need a consistent and accurate view of your employee information, otherwise strategic decisions will be based on intuition rather than insight.

Workforce visibility gives you that insight.

In this guide, we look at **four areas** where workforce visibility and analytics help HR people deliver a more strategic and impactful role in business strategy: employee engagement, company culture, social technology and operational efficiency.

With cloud-based, integrated solutions, your people management departments can play a significant role in motivating, developing and retaining your people – now and for future business success.

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A man and a woman are smiling and taking a selfie together in an office setting. The man is holding a smartphone, and the woman has her arm around his shoulder. They are both looking at the camera. The background shows office lights and a blurred interior.

1 Employee engagement

Understanding what inspires and motivates your diverse, multigenerational employees is crucial to creating a highly engaged workforce



For the first time, millennials now make up more than half the workforce. And with baby boomers working into their 70s, it will be increasingly common for some companies to have employees where the age difference is more than 50 years. Add Gen Xers to the mix and you're faced with a diverse range of people.

A survey by Great Places to Work/Fortune¹ discovered that employees of all ages are looking for similar things in a great workplace: a company they can be proud of, a sense of community with their colleagues, and honest, ethical leaders.

But although they may have similar views about what they want from work, keeping them engaged will require a range of factors such as benefits, training and wellbeing programs that suit people at different stages in their career. For that to succeed, you need to know your workforce.

Engagement factors

Work-life balance, for example, will mean something different for each employee. With a better understanding of your people and what makes them tick, you'll know how they prefer to be recognized and rewarded at work.

Whether that's more vacation, perks such as retail vouchers, or even access to physical and/or emotional wellbeing benefits, each employee will value rewards differently.

Instant recognition

At London-based housing provider, Richmond Housing Partnership (RHP), staff receive instant thank-yous of flowers, chocolates or wine for a job well done.

The company also hands out quarterly achievement awards, offers enhanced maternity and paternity pay and holiday allowance, while milestones – such as becoming a grandparent – are also celebrated with extra time off.

RHP topped the 2016 UK Great Place to Work list in the medium-size category with employees praising their managers as good role models who help them fulfil their potential. Both factors were top scores for employee engagement.

According to Gallup², companies with highly engaged workforces outperform their peers by 147 per cent in earnings per share. Not surprisingly, employee engagement has become an important issue for business leaders. In the Deloitte Global Human Capital Trends report, 85 per cent ranked engaging

Sources: 1 How to Create a Culture that Works for All Ages, Great Place to Work
2 The Engaged Workplace, Gallup

their people as a top priority.

How workforce visibility influences employee engagement

- One of the most effective drivers of employee engagement is training and personal development. With accurate, up-to-date data about your people, you can plan individual training programs across your diverse workforce as well as track certification and skill sets.
- With a cloud-based solution, employees on the move can use social technology to access formal and informal learning programs, such as online tutorials, e-learning and library materials.
- Analytics could also show if you're underutilizing a person in terms of skills. Suitable intervention shows that you recognize their value. Re-energized, they are more likely to stay with the company.
- Health and wellbeing programs and flexible work arrangements can be tailored to suit the employee. Rather than one size fits all, programs can be created that support individual circumstances – such as being a new parent.
- With benefits such as healthcare, you can determine the most popular programs by tracking what is most selected by employees during open enrolment. With an integrated HR solution, you can then generate reports about the cost trends of your benefits programs based on current, historical, and projected benefits data.





2

Company culture

Your company's culture isn't just a mission statement in the company handbook. It reflects the vision, values, and behaviors of everyone in your company

Team building, workplace events, and respect between employees and management set the tone for the workplace environment. When companies build a great culture, the rewards have a positive impact on productivity and customer service.

In Deloitte's 2016 Global Human Capital Trends, 82 per cent of respondents said that culture is a potential competitive advantage. However, only 28 per cent believed they understood their culture well.¹

Look at any list of great places to work and corporate culture will score highly. It's a complex process and will continually evolve, but is a key factor in driving engagement and wellbeing with employees.

Valued and appreciated

Each year at Detroit-based Quicken Loans, CEO Bill Emerson updates a book that describes all of the organization's values – the principles that inform every decision. Wanting all of his people to feel valued and appreciated, Emerson personally facilitates orientation for all new employees – and gives his cell phone number to every team member.

Rand Fishkin, co-founder of software company MOZ, is another strong believer in company culture. The company's core values are embedded in its TAGFEE code – transparent, authentic, generous, fun, empathetic and exceptional (TAGFEE). The company lives by an open, transparent culture and everything MOZ creates and cultivates lives up to the code.

Your people as brand ambassadors

A great workplace culture encourages its people to become company ambassadors which can be a key factor both in attracting new talent and in employee retention.

Finland-based software company, Vincit, has a policy of posting every new job internally and encouraging employees to inform their own networks. Every person who seems like a potential 'Vincitizen' gets invited to an interview, regardless if there's an open project or not. The company doesn't hire people based on project needs, but based on if they fit in the culture of the organization. They believe that if a person is a good fit for Vincit, they will find a good career path inside the company.

**"Customers will never
love a company until the
employees love it first"**

Simon Sinek

Sources: 1 2016 Global Human Capital Trends, Deloitte

How workforce visibility influences company culture

- With all your people information in one place, you can better engage your employees through your company-branded self-service portal. This way, you can create experiences that are bespoke and personal.
- Post the latest corporate videos, news, company social feeds, company images, awards, and company social news.
- Encourage employee feedback on Glassdoor and LinkedIn – and act on suggestions.
- Keep people fully informed with the latest messages and tasks regarding compliance or training requirements, corporate social responsibility updates, and company surveys.





3

Operational efficiency

With an integrated, end-to-end HR solution, you can spend less time on admin, more time on people

To make informed decisions and provide effective guidance to the wider business, people managers need consistent, accurate and up-to-date visibility of the entire workforce.

But it's not always easy.

As companies expand to work from different offices, regions and countries, the task of keeping accurate employee records becomes even more important.

Tap into talent

With the continued rise of the contingent workforce and the gig economy, managers will need to create and tap into talent pools and networks to access the skills you need. This change is happening fast. Having all your employee data on a spreadsheet is not going to cut it when you need to reposition your team quickly to respond to a challenge.

Companies also have a diverse range of workers in the mix: full- and part-time people, those working at home, workers employed from agencies. Creating an inclusive, collaborative environment is a significant challenge without an HR solution that provides an accurate view of all your people.

One of the most seemingly straightforward people and payroll processes that needs technology support is the updating of personnel details. A report by Fairsail found that 76 per cent of respondents required their employees to fill in a form or email changes for HR to update them. Without functional self-service tools for employees, HR professionals say they spend half their time on administrative tasks. This is not a good use of their talent.

Transform workforce experience

If you're growing fast as a business, you haven't got time to be re-entering personal data across multiple systems. From finding, selecting and recruiting to onboarding, you need a solution that automatically integrates the process end-to-end. It's not only quicker and more cost-effective, it creates a great experience both for the candidate and those who manage the process.

Consistent, accurate, up-to-date data is essential for an agile business. Managers need answers quickly. With workforce visibility, information can be collated and reports produced in seconds rather than days.

Providing insight into an organization's workforce will inform plans for developing and improving recruiting methods. It can guide hiring decisions, keep the best workers with the company and determine skills gaps.

On-demand resource modeling

Visual reports and charts help management identify top performers, determine what employees need to best perform, and what they value. These can be produced automatically and distributed to a specific managerial network, or modified using drag and drop functions to undertake "what-if" analysis.

It's quicker, more efficient use of your time: time that can be spent developing your organization around nimble and responsive talent.

Companies that take a more strategic approach to talent management see a 38 per cent higher engagement and 40 per cent lower turnover

Sage, ROEI white paper.



How workforce visibility influences operational efficiency

- All your people information in one place, in a single system of record with secure details regarding each member of the workforce.
- Empowers employees to manage attendance and absences, as well as keeping their personal information current and accurate through a self-service portal.
- Accurate workforce data that integrates with your people management systems, saving time from manual inputs and spreadsheet hell.
- Supports the employment journey, from social recruitment, through acquisition, to managing people, their performance and development.



4 Social technology

We use social media tools to run our lives and expect to be able to share ideas and collaborate in the same way at work

Be proactive and use social media to start conversations with potential new talent

Everyone is used to connecting, socialising and communicating from wherever they are. Having that same freedom should be true of the workplace, too, which is why people management leaders are learning how to make use of the opportunities that social media presents.

Social media channels are now an essential route for sharing insights and information throughout an employee's career.

Recruitment

Prospective employees will follow your company's Facebook, Twitter, YouTube, and LinkedIn feeds to see if you're a good company to work for. They'll also read what your employees say about you on sites such as Glassdoor. If it's poorly managed, you risk losing the best candidates without even knowing. Instead, be proactive, and use social media to start conversations with potential new talent. By talking about your company culture and providing useful recruitment advice, you'll help them learn more about your organization.

Engagement

Communicating your organization's values, personality and culture as a great place to work are crucial aspects of developing a strong employer brand. Again, social technologies can have a significant impact. Your people are more engaged when information flows freely and they understand the relevance of activities and management decisions that affect their jobs. Providing employees with tools to help them locate and connect to colleagues, and to contribute their knowledge creates a sense of belonging.

Development

Learning and development is a key factor in retaining your best people, and social technology gives them the opportunity to blend formal and informal learning. With a cloud-based learning platform, you can make it easy for everyone to access their training content whenever and however they want. Alongside online tutorials, and webinars, social media technology encourages a more collaborative way of learning, enabling employees to create forums for networking and sharing knowledge. And rather than arrange training to tackle a specific issue, new technologies allow you to build continuous learning into your L&D offering.

Collaboration

Social collaboration is becoming one of the most important forms of engagement. Technology can help an employee be part of the team even if they're hundreds of miles away. Social collaboration lets them find the right person, learn how to do something, or get an answer to their question faster than before. Minimising travel and time spent in physical meetings delivers cost savings; while an online discussion forum can improve productivity by connecting people with the right knowledge in real-time.

How workforce visibility enhances social technology

- An integrated people management solution allows you to assess knowledge gaps and training needs throughout the organization and plan delivery suited to individual needs. Social tools allow you to monitor access, measure progress and provide assessments.
- Reduce information overload and keep people in different offices up to date with the most important company information.
- For employees on the move, cloud-based solutions ensure that collaboration and business social networking are maintained wherever they are.
- Using social technology, learning and development programs become a networking opportunity as well as a training resource.
- With new people management systems, employees can personalize the content that is displayed on their mobile or tablet. Rather than information overload, employees can connect with the information they need without wasting time and productivity.

By using social technologies, companies can raise the productivity of knowledge workers by up to 25 per cent

The social economy: unlocking value and productivity through social technologies.
McKinsey Global Institute



Summary

The insight to motivate and engage your people

Try these examples of basic questions to see how well you know your workforce.

How many people work at your organization?

Which of your people have been recognized by their peers as being the most productive?

How long does it typically take to hire someone?

Whose skills will be in most demand over the next two years?

Which employees are at risk of leaving your organization?

How many people are on vacation next week?

Your path to workforce visibility in the cloud

Discover how Sage People can help you

Keeping track of your workforce is a challenge. Firstly, you've got people of widely different experiences, ages and skills. In turn, they work flexibly, part-time, freelance and full-time – from locations around the world. And it's your job to keep each of them engaged, happy and motivated.

To create a great work experience for your employees, you need workforce visibility – accurate, up-to-date information about your employees.

Introducing Sage People, our new cloud-based, people-focused HCM solution. With all of your employee information in one secure system of record, Sage People provides an immediate, actionable view of your employees – wherever they're working in the world.

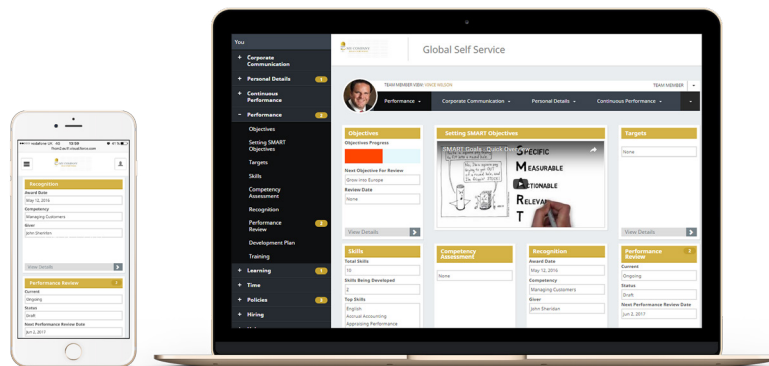
Built and hosted on the Salesforce App Cloud, the world's leading enterprise cloud platform, Sage People connects you with your people at a personal level. So, rather than a one size fits all approach, HR programs and training can be developed to support individual employees.

For people on the move, our cloud-based solution means that collaboration and business social networking are maintained whether they're in Denver or Dubai. What's more, Sage People's secure mobile app lets you configure which HR features are made available to your teams' mobile devices. They get the information they need, when they need it.

Sage People is easy to implement and integrates with payroll and other third-party applications. It supports multiple languages and currencies, enabling global workflows while managing local requirements.

When competing for talent, successful organizations know they need to be great to attract great people. With Sage People, you can play a significant role in motivating, developing and retaining your people – now and for future business success.

Discover how Sage People can support your business.



About Sage

Sage energizes the success of businesses and their communities around the world through the use of smart technology and the imagination of our people. Sage has reimagined business and brings energy, experience, and technology to inspire our customers to fulfil their dreams. We work with a thriving community of entrepreneurs, business owners, tradespeople, accountants, partners, and developers who drive the global economy. Sage is a FTSE 100 company with 14,000 employees in 24 countries.

About Net@Work

Founded in 1996 as a network support company, Net@Work, a top Sage Partner, has evolved into a provider of a full range of IT services and solutions, including ERP/ accounting, HR/ Payroll and CRM software, custom application development, document management and information security services. Headquartered in NYC, with a professional services staff of 200, Net@Work supports over 6,000 clients and has received numerous awards for its high level of client satisfaction.



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