



NAVIGATING THE HYBRID WORKFORCE

Challenges And Priorities For Effective
Workforce Management 2023



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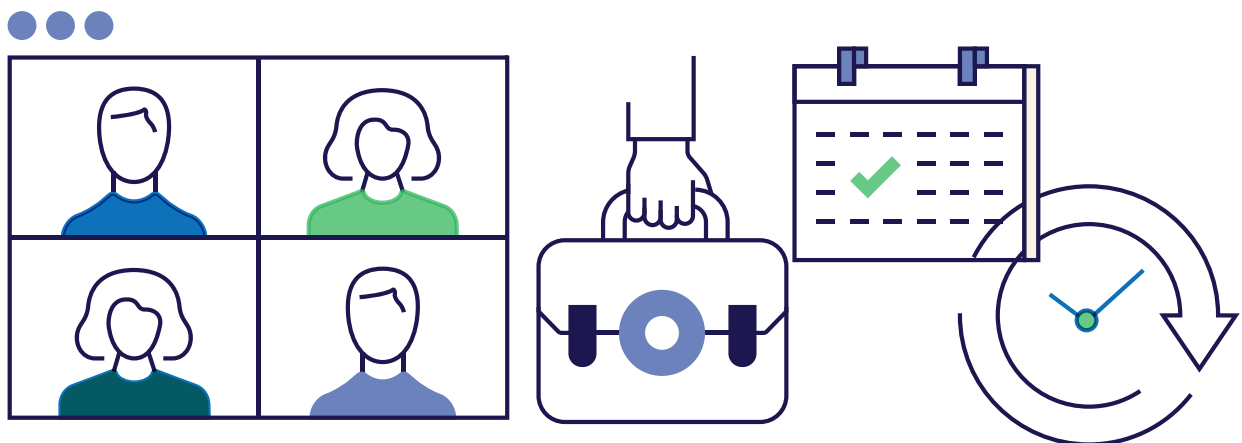
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Navigating The Hybrid Workforce

Transitioning to a hybrid workforce requires careful navigation to ensure a smooth and successful implementation. It involves striking a balance between in-person and remote work arrangements. Organizations must invest in robust technology infrastructure and communication tools to facilitate seamless collaboration and connectivity between on-site and remote employees.

SHRM in collaboration with ProHance embarked on a study to understand comprehensive view of the workforce management practices employed by organizations operating in the hybrid workplace. By surveying respondents from a range of industries, the report captures diverse perspectives and experiences, ensuring a comprehensive understanding of the current state of workforce management.

This report explores the current state of workforce management in the hybrid workplace based on a survey of 44 respondents from various industries. It identifies the top challenges faced by organizations in managing hybrid teams and highlights the key areas for automation investment in the next two years. Additionally, it examines the priorities and perceptions regarding tech-enabled workforce management in different aspects of the hybrid workplace. Further, the report also includes live use cases of successful implementation of workforce management and its impact. The findings provide valuable insights for organizations aiming to optimize productivity, enhance employee engagement, and leverage automation in the evolving work environment.



Key Findings

Embracing the Future Amidst Unveiled Challenges

In the next 2 years:

- The hybrid work arrangement is expected to increase by 7%.
- Remote work to remain prevalent.

Top Challenges in a hybrid workplace:

1. Ensuring true employee productivity (57%)
2. Employee experience, engagement and motivation (39%)
3. Moonlighting (30%)
4. Optimizing costs (30%)

Thoughtful implementation of Hybrid Workforce Management Technology can lead to improving **workforce efficiency, work life balance and reducing employee costs** as shown in the detailed case study.

TAP (Tech. Automation. Perception) into the Future of Workforce Management

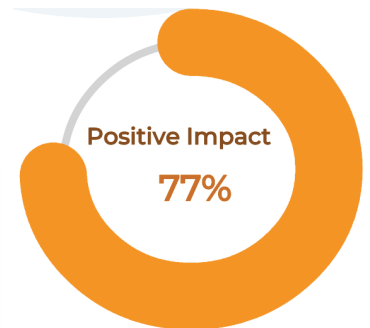
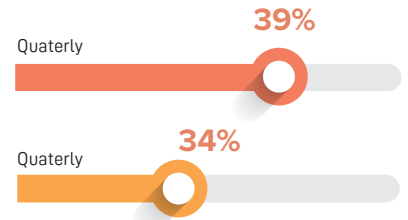
High Priorities:

- Operations (Document management, payroll processing etc.)
- Accountability & Responsibility
- Wellness in a hybrid workforce
- Performance check-ins / feedback
- Skills and knowledge development

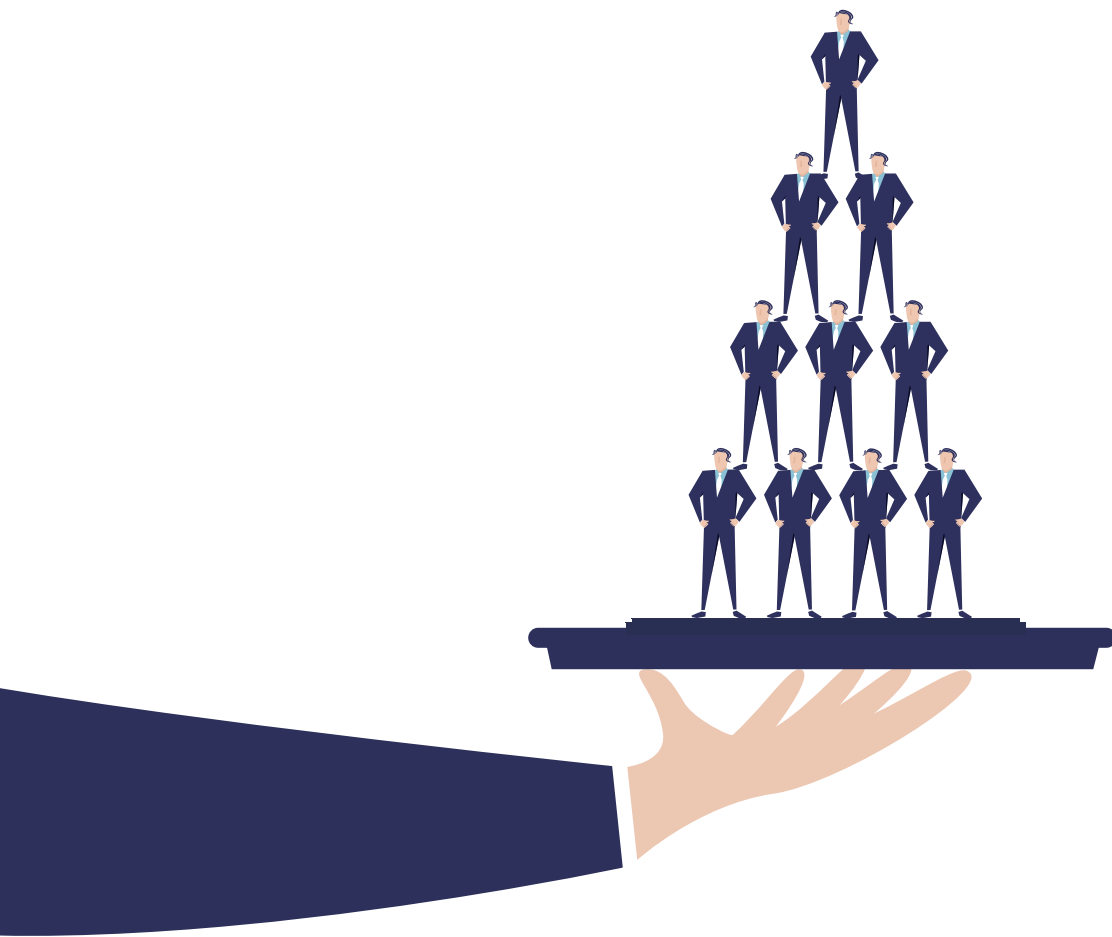
Priority areas leveraging Automation for high workforce management impact:



Intervals during which organizations leverage their workforce management data at least once to take decisions:



77% believe that increasing automation in workforce management will have a positive impact on employee perception, including reduced administrative burdens and improved work-life balance.



Embracing the Future Amidst Unveiled Challenges

Embracing the Future Amidst Unveiled Challenges

Workforce Composition and Anticipated Changes in the Hybrid Workplace:

As organizations adjust to evolving work landscapes, grasping current workforce challenge and predicting future changes is vital.

The study reveals a shift from traditional full-time roles.

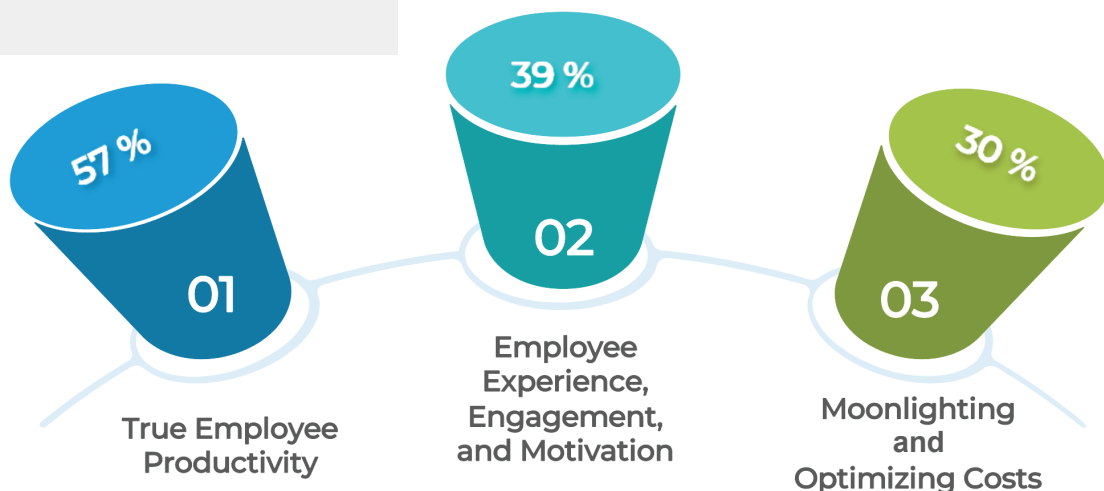
FTO (Full Time in Office) employee reliance predicted to slightly decrease in all categories, indicating flexible work rise and sustained remote work.

Most respondents foresee lasting remote work.

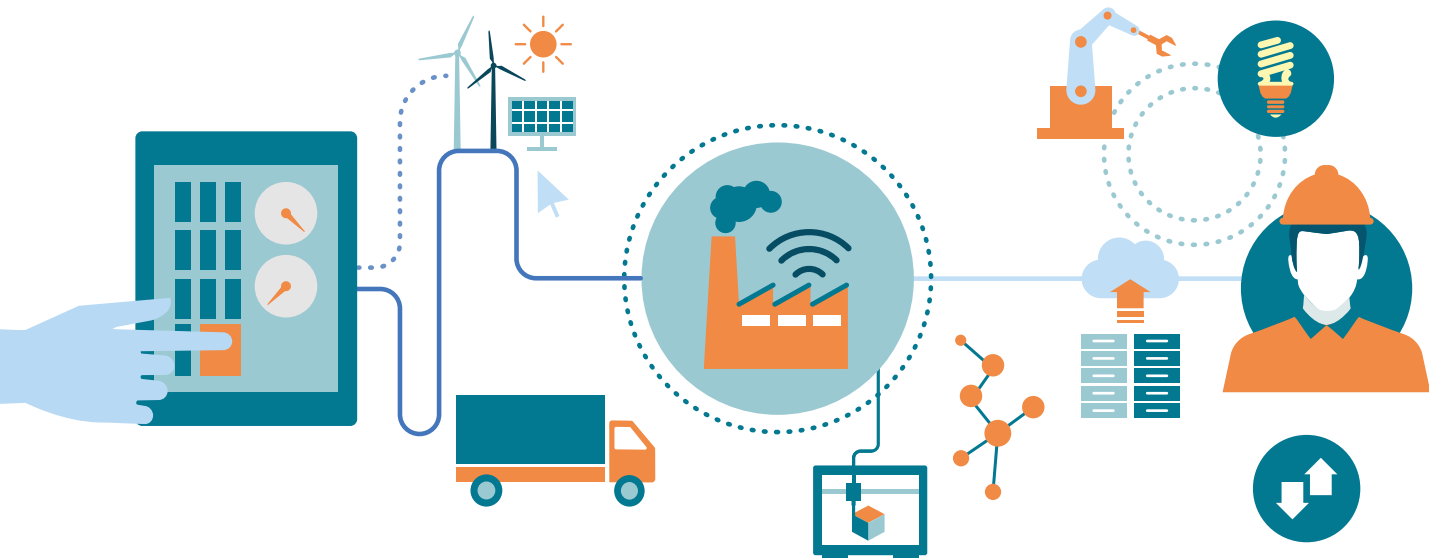
Hybrid work to rise by 7% in 2 years, recognizing the value of flexibility and catering to staff preferences.

Hybrid workforce is expected to increase and comes with its own challenges!

- Workforce management in a hybrid work environment presents several challenges, the most frequently cited concern, mentioned by 57 % respondents, is ensuring true employee productivity.
- The second prominent challenge, brought up by 39 % of the respondents, revolves around employee experience, engagement, and motivation.
- Another notable challenge mentioned by 30% of the respondents is moonlighting. Organizations are concerned about managing and monitoring employees outside commitments, as it could potentially impact their performance or availability.
- Additionally, optimizing costs emerged as a common concern, mentioned by 30 % respondents. Organizations are actively seeking ways to manage and reduce expenses associated with workforce management, including staffing, scheduling, and resource allocation.



Top challenges in a hybrid workplace



Automation Impact & Perception on Fairness



Automation Investment And Tech Enablement For Hybrid Workforce Management

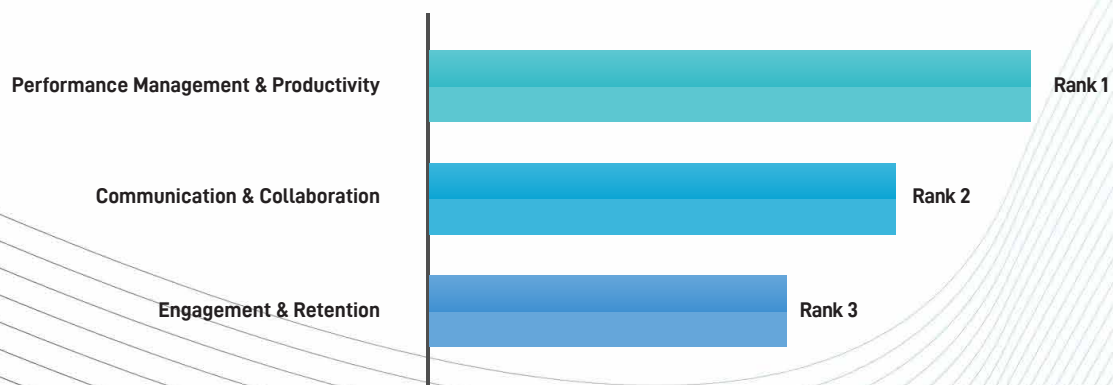
Automation investment and technology enablement play a crucial role in managing a hybrid workforce effectively. The survey results reveal the areas where organizations plan to invest in automation solutions over the next two years.

Performance management and **productivity** emerge as the top priority. This underscores the importance of automating processes related to performance management, goal setting, and productivity tracking.

Communication and **collaboration** ranked second. Automating these two areas helps streamline remote teamwork, fostering unity beyond borders.

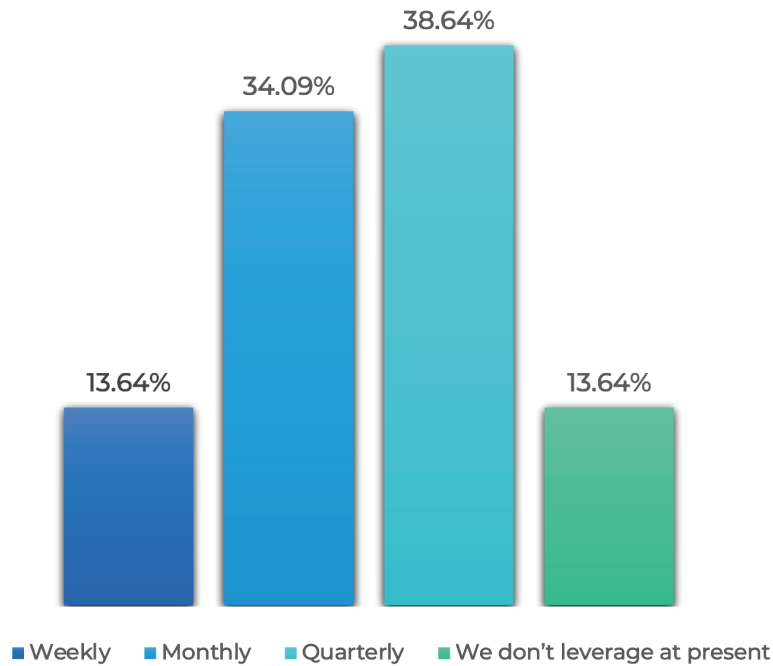
Engagement and **retention**, ranking third, are also key focus areas for investment in automation. Organizations aim to enhance employee engagement and satisfaction by automating processes like feedback collection, recognition programs, and employee surveys.

Automating in these key areas empowers hybrid workforce management by boosting performance, streamlining communication and heightening engagement for success in evolving hybrid work.



Frequency Of Leveraging Tech Enabled Data For Workforce Management Decisions

How frequently do you leverage tech enabled data for your workforce management decisions?



The impact of increasing automation in workforce management is influenced by employee perception and the frequency of leveraging tech-enabled data for decision-making.

Out of the respondents, a substantial 34% utilize tech-enabled data monthly, indicating an appreciation for data-driven insights while valuing regular analysis and decision-making intervals.

A closely following group, comprising 39% of respondents, relies on tech-enabled data quarterly. By engaging in data analysis and decision-making every three months, these organizations can consider longer-term trends and patterns in their workforce data.

A smaller subset, 14% of respondents, analyze tech-enabled data weekly. Prioritizing real-time insights and data-driven decision-making, these organizations rapidly are able to adapt to shifts in their workforce dynamics.

Interestingly, an equivalent 13.64% of respondents don't currently employ tech-enabled data for workforce management decisions. This group might rely on other methods or have limited technology access for data-driven insights in their current workforce management practices.

Automation Investment And Tech Enablement For Hybrid Workforce Management

Tech enablement plays a critical role in effectively managing a hybrid workforce, as revealed by the study. Across the employee life cycle the following emerged as high and low priority areas currently.

HR administration and operations prioritize robust technology for efficient document management and payroll. Overtime management ranks lower, implying less tech emphasis for this aspect.

Communication and collaboration need clear tech-backed channels for progress tracking (high priority). Alerts and nudges matter less, indicating existing solutions.

Employee engagement is a top tech priority, using tech for well-being and positive environment. On the other hand, early warning system indicators for attrition are considered of lesser concern, indicating that other methods may already be in place to monitor and address attrition risks.

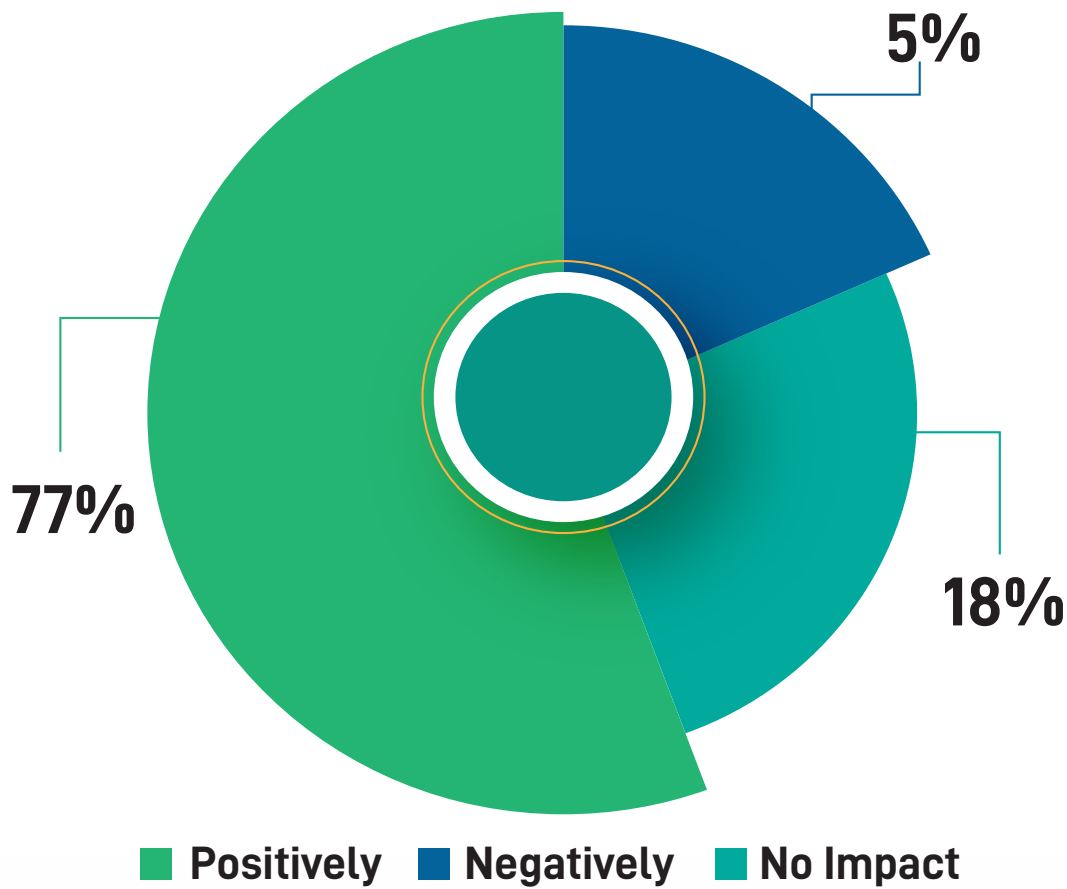
Performance management and productivity prioritize tech-backed check-ins and feedback (high priority). Usage and efficiency metrics matter less, favoring qualitative measures.

Learning and development emphasize skill and knowledge development through tech (high priority). Learner engagement ranks lower, indicating that existing methods or tools may already be in place to ensure engagement in learning and development initiatives.

Tech is vital for hybrid workforce management, spanning HR admin, communication, engagement, performance, and learning. It tackles challenges and optimizes hybrid work benefits.

State of Tech enabled Workforce management for your Hybrid workplace in	High Priority	Low Priority
HR ADMINISTRATION / OPERATIONS.	Operations (Document management, payroll processing etc.)	Overtime Management
COMMUNICATION & COLLABORATION.	Accountability & Responsibility	Alerts and nudges
ENGAGEMENT & RETENTION.	Wellness in a hybrid workforce	Early warning system indicators for attrition
PERFORMANCE MANAGEMENT & PRODUCTIVITY.	Performance checkins / feedback	Utilisation & Efficiency
LEARNING & DEVELOPMENT.	Skills and knowledge development	Learner engagement

Employee Perception And Impact Of Increasing Automation In Workforce Management



The impact of increasing automation in workforce management extends beyond the operational aspects and can significantly influence employee perception. Recent studies spoke about how, employees hold varying views on the potential impact of automation on their well-being, empowerment, fairness, and equity.

77% of the respondents foresee positive effects, expecting reduced admin tasks, efficiency gains, and better work-life balance. This optimistic stance acknowledges automation's advantages.

18% see no impact, possibly due to neutral stance or lack of information. Clear communication is crucial to help employees assess automation's consequences accurately.

However, 5% express concerns about automation's negatives, fearing job loss or disempowerment. These worries highlight the need to address anxieties and emphasize human skills alongside automation.

In conclusion, employee views on automation are majorly positive. Addressing concerns and empowering staff through transparent communication ensures successful automation integration while valuing employees.



Workforce Management: Application & Impact Realization

Firstsource Solutions Limited Case Study

Firstsource Solutions Limited, an RP-Sanjiv Goenka Group company, is a leading provider of transformational solutions and services spanning the customer lifecycle - across Banking and Financial Services, Healthcare, Communications, Media and Technology, and Diversified industries. Our 'Digital First, Digital Now' approach helps organizations reinvent operations and reimagine business models, enabling them to deliver moments that matter and build competitive advantage. With an established presence in the US, the UK, India, and the Philippines, we act as a trusted growth partner for over 150 leading global brands, including several Fortune 500 and FTSE 100 companies.

Hybrid Workforce Management: Firstsource Solutions Limited (FSL) – Business Challenges

Hybrid Working

Competing priorities in a Hybrid scenario where staff need to manage daily production targets with workloads. Operations supervisors often struggle to understand the performance of their teams across the dimensions of availability, ability, variability, and engagement.

Gaining such insights into work in the absence of an effective Workforce Management (WFM) solution can be difficult.

Microsoft Excel trackers and traditional time-tracking software cannot be scaled to fulfill the complex needs of operations managers

Non-Voice Operations

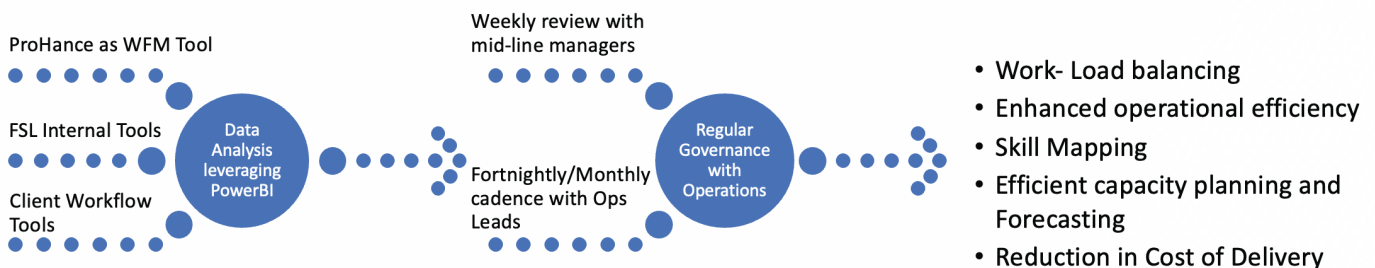
Non-voice back-office tasks, such as data entry, claims processing, and account management, significantly impact customer satisfaction, cost control, and overall business performance.

However, tracking and overseeing these activities can be challenging, particularly in a remote work environment where visibility and communication is often limited.

That's where workforce management (WFM) non-voice back-office analytics can make a difference.

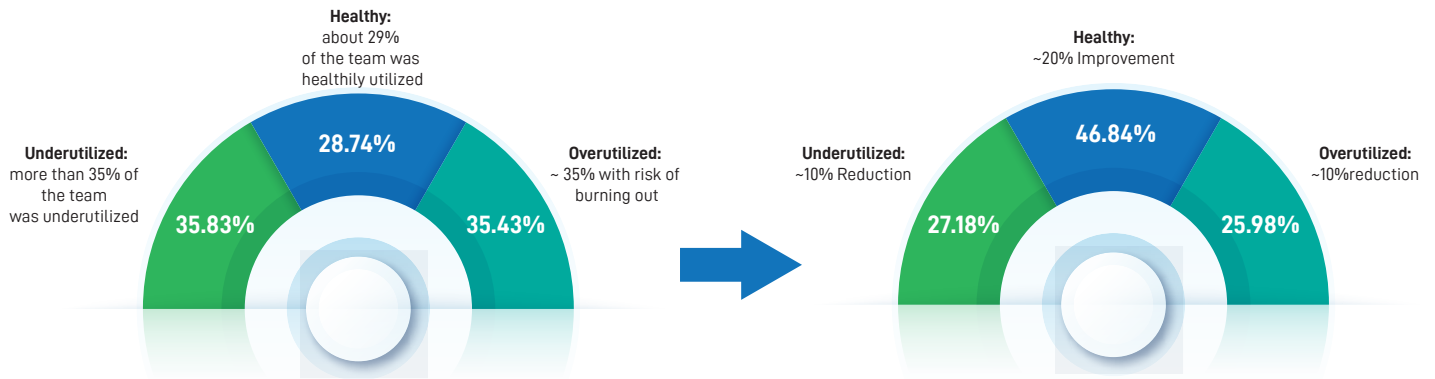
Hybrid Workforce Management: Firstsource Solutions Limited (FSL) – Approach Used

- Identifying relevant operating model that allows for business to be accessed, delivered, and enabled anywhere
- Leverage the power of analytics for data deep dive
- Empowering businesses with digital solutions like customized PowerBI Dashboards
- Solving issues with the right technology with embedded improvement methodology



FSL WFM Impact – Case studies

Use Case 1: Workload Improvement



Efforts to enhance workload balance for employees have yielded positive results, simultaneously contributing to an uplift in employee morale. Post 10 months of successful first use case deployment and governance, we observed a **significant improvement in the healthy time zone**, with a 10% improvement in employees performing optimally.

This substantial increase reflects a healthier and **more evenly distributed workload**. Moreover, our endeavors to combat overutilization have also paid off, with a **notable 10% reduction in the overtime payout**. The 10% increase in Productive Time and a 40% reduction in time spent on non-core activities have **reduced the cost of delivery**.

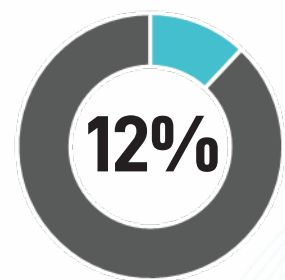
These improvements signify Firstsource's commitment to fostering a work environment that not only optimizes productivity and prioritizes the well-being and job satisfaction of employees.

Use Case 2: Intra-agent Variation Reduction

During the second use case deployments, we were able to customize targets basis work locations and processes to bifurcate the analysis, leading to higher visibility on **intra-agent variations** and marked improvement in workload distribution. Process witnessed a substantial 12% reduction in intra-agent variation in productive time within our system.

These insights gave better visibility to Operations into how **volume inflow and shift pattern** effect time utilization. This helped to optimize Workflow allocation and minimize disparities **in productive time of agents**.

Intra-Agent Variation Reduction



Use Case 3: Compliance Adherence

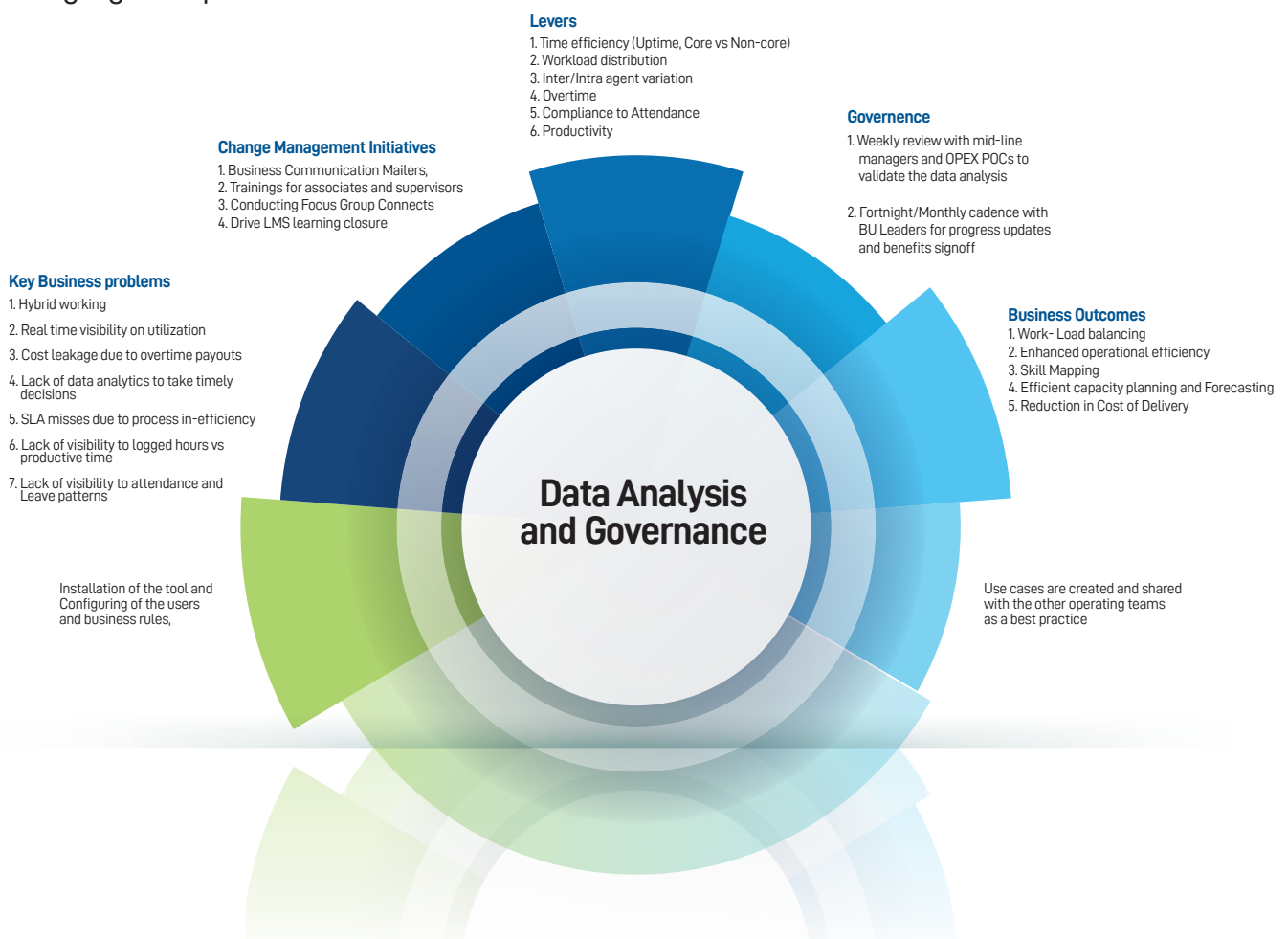
100% compliance to attendance (2% reduction in unaccounted absenteeism) were observed across. The reasons identified were mainly due to unplanned absenteeism and emergency or medical leaves, which employees were able to rectify in the system within the allowed timeframe

Compliance to Attendance



Observations and Outcomes

1. ProHance, serving as an Efficiency Management tool, was implemented within delivery teams to enhance engagement metrics and categorize hours and applications as either productive or non-productive. This deployment spanned various Lines of Business (LOBs) across multiple geographical locations.
2. FSL team leveraged comprehensive change management principles to encourage the adoption of this platform among a diverse user base.
3. This adoption empowered delivery leaders and managers to make intelligent and SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) decisions in efficiently managing a dispersed workforce



The tool has proven advantageous across various organizational levels:

- 1. For Associates:** It offers insights into their work patterns, allowing them to assess and adjust their schedules and working styles for enhanced productivity
- 2. For Managers:** It facilitates improved capacity planning, helping them optimize resource allocation
- 3. For Leadership:** It offers visibility into workforce engagement, thereby ensuring that operational performance metrics are consistently achieved

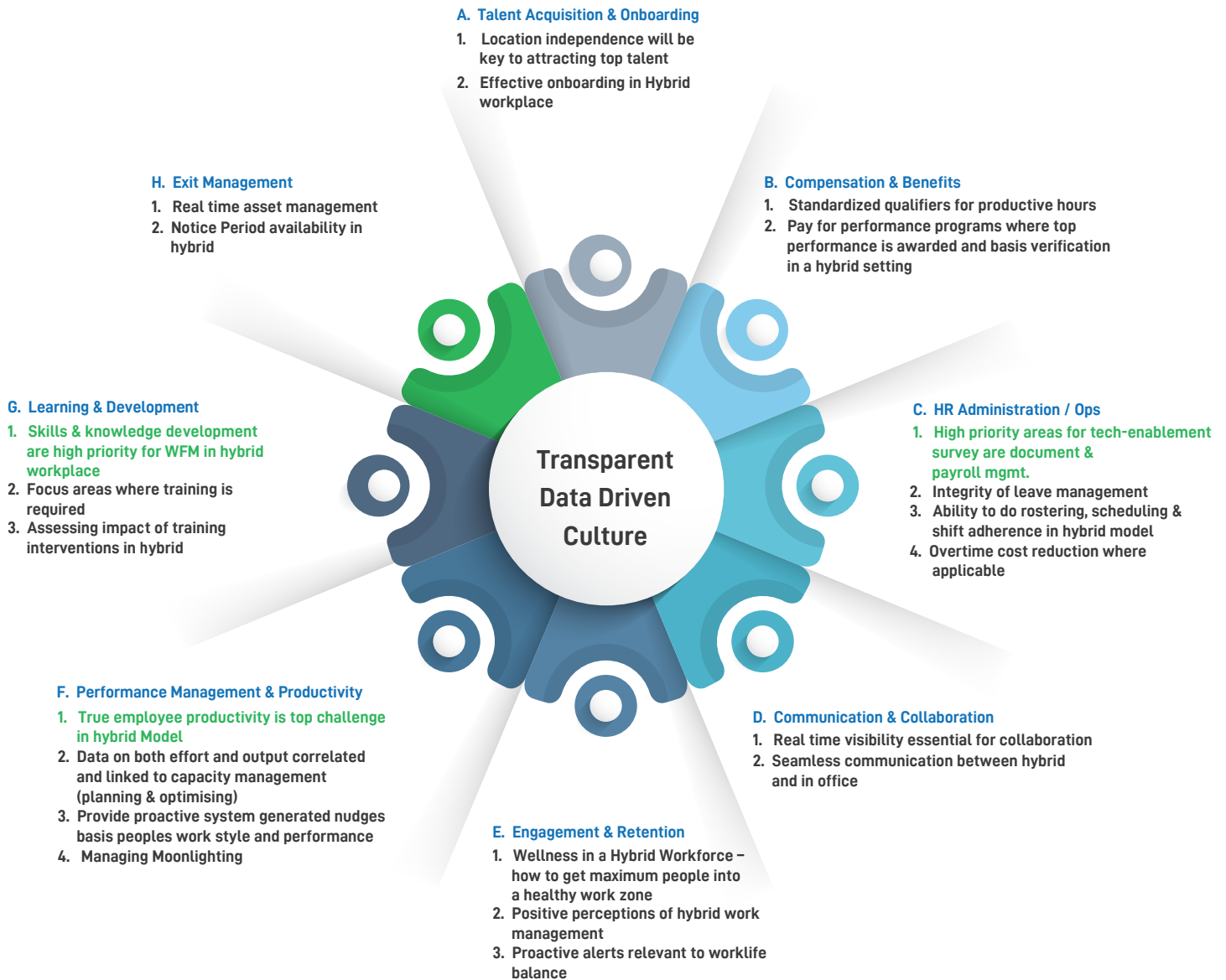


Future Implications



Future Implications for Hybrid Workforce Management

Our vision is to assess and improve data analytics capabilities for a Hybrid Model to transform WFM solutions for strategic decision making



Future of Workforce Management : Current data infrastructure and measurement systems need enhancement for HR to effectively manage in a Hybrid Workforce. HR Technology investments should consider specific Hybrid WFM Platforms which address key challenges and can integrate easily with current HRMS /HR Tech infrastructure.

Green topics are the priority areas for leveraging automation identified in our survey.

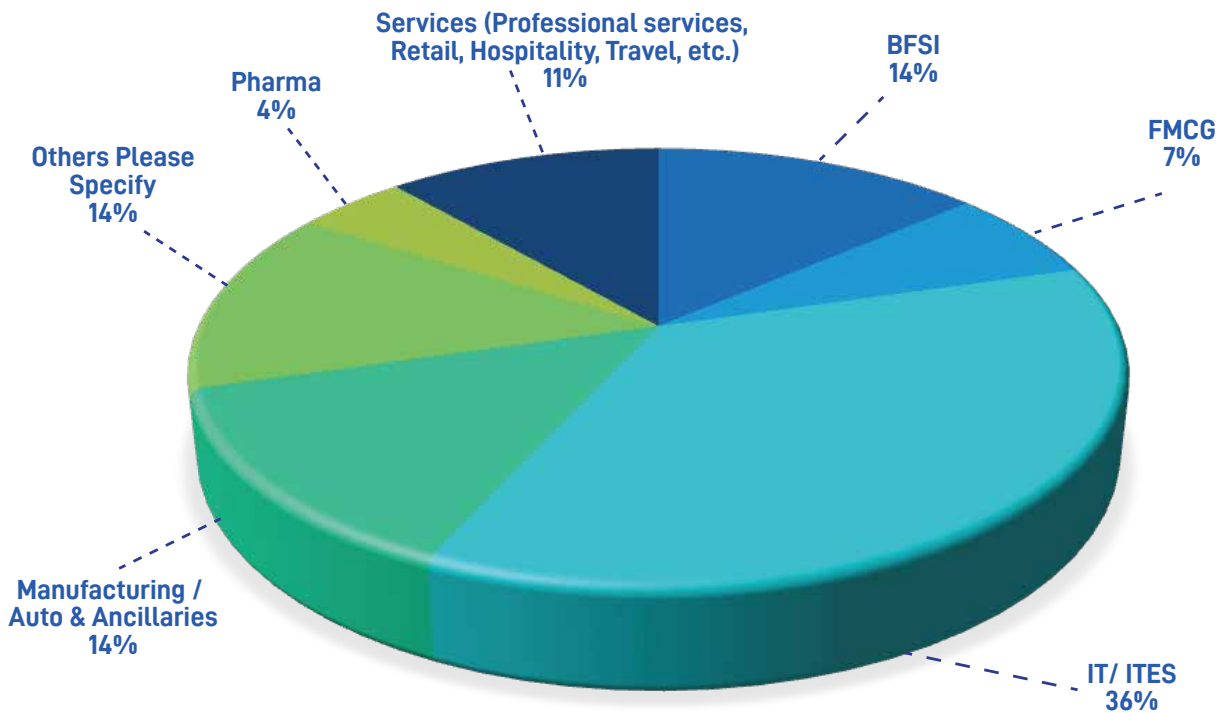


Methodology & Respondent Profile

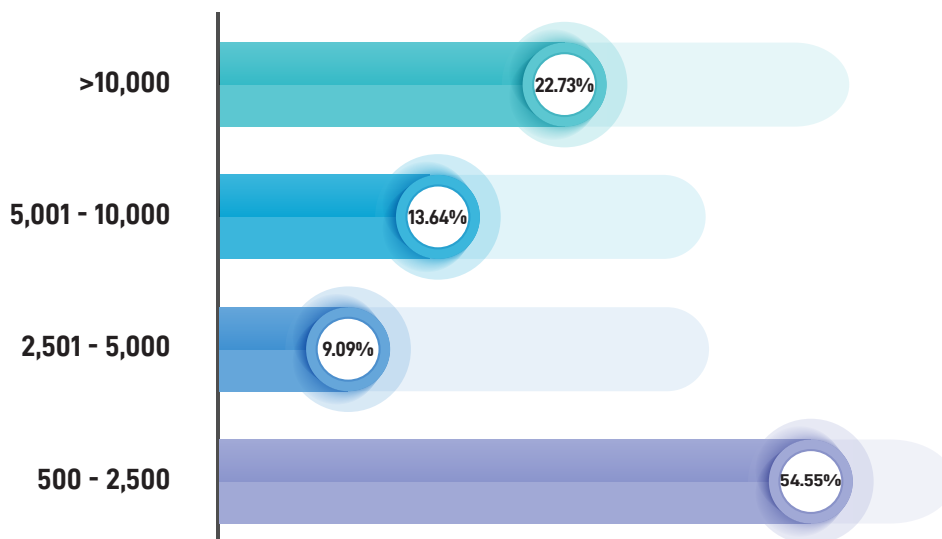
Methodology & Respondent Profile

The study findings are based on survey responses from 44 HR Leaders and practitioners from various industries and impact use cases captured from various organizations where effective workforce management tools have been deployed.

The collected data was then analyzed to gain insights into workforce management challenges and priorities for automation investment in the hybrid workplace. The analysis encompassed factors such as respondents' demographics, current workforce composition, anticipated changes, and rankings of areas for automation investment.



Distribution across sectors



Distribution across employee count

About SHRM

SHRM, the Society for Human Resource Management, creates better workplaces where employers and employees thrive together. As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces. With 325,000+ HR and business executive members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally. SHRM provides a platform for thought leadership, sharing of best practices and professional networking within the Indian and global HR communities in order to take the profession higher through continuous and collaborative learning.

For more information about SHRM, visit www.shrm.org.



About ProHance

ProHance is a New Age Workplace Analytics & Human Capital Management platform that provides insights for smarter decisions in complex, distributed and hybrid workforce.

Top fortune companies are using ProHance to improve work life balance and productivity within their organizations to unlock the true potential of their Human Capital. The SaaS based modular approach allows an enterprise to effectively measure time and effort contribution with over a 100+ customizable reports. A rapidly expanding organization with 320,000+ users across 24+ Countries.

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