

The New Generation of Workforce Management



Always Designing
for People™

Introduction

The future of workforce management has arrived, and with it comes myriad complexities that will affect which companies survive. **Four key trends** capable of impacting your business are converging:



The generation gap

Today, there are five generations in the workplace, with Millennials poised to make up 75 percent of the workforce by 2025.¹ Expectations and work preferences vary greatly between generations, but the needs of each must be met for organizations to thrive.



The rise of mobile agility

Mobile devices are ubiquitous and more capable than ever. Employees want more freedom and flexibility when communicating with managers and employers, accessing information and doing their jobs.



Artificial intelligence and machine learning

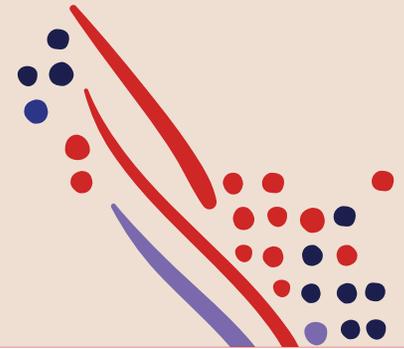
Machine learning and artificial intelligence (AI) are changing the way work gets done by helping managers do their jobs better and, in some cases, doing the work for them.



Increased compliance complexity

Ongoing and increased regulation, coupled with the speed of change, makes it more challenging than ever for companies to remain compliant throughout all of their locations.

People make up the DNA of your company's culture and strategy



Humans are highly adaptable to change, and as your people transform, so should your work environment and tools. Let's take a closer look at how these building blocks can affect your company's DNA, and how cutting-edge innovations in workforce management can help your company evolve and thrive.

“ Satisfaction correlates with all other sentiments at work, such as being motivated, valued and full of purpose with a clear and fair path to advance. In an era of continued modernization and technological advancement, the human connection, it seems, is as powerful as ever.”

How will your organization respond to these factors and adapt to ensure you have the right people, at the right place, at the right time to drive performance and productivity?

90%

Virtually all CEOs (90 percent) believe their company is facing disruptive change driven by digital technologies, and 70 percent say their organization does not have the skills to adapt.³

66%

Globally, 66 percent of employees are actively looking for, or are open to a job move.²

95%

Throughout the workday, 95 percent of respondents use mobile for work-related tasks. 78 percent would use a mobile app to input and submit time and task data.⁴

33%

Organizations that automate leave and absence management had 33 percent less unplanned overtime.⁵

The generation gap



Never before has there been five generations in the workforce, each with different expectations, motives, needs and desires for where and how they work. In order to survive, businesses must find ways to attract, engage and retain the best among this multi-generational talent pool. Despite their differences, some common themes exist:

- Each generation is looking for a better work/life balance. Today's employers must offer more flexible work schedules to attract and retain great employees of all generations.

- Millennials, which make up the largest population among today's workforce, are looking for meaningful work that aligns with their personal goals.
- Organizations must redesign themselves to move faster and adapt more quickly to the changing needs of their workforce.
- A massive shift from full-time workers to a "gig-based economy" is underway, which fundamentally changes how the work gets done and challenges current workforce management models.
- New systems and tools can help employers understand and manage a diverse set of workers, but these tools must be intuitive and easy to be adopted and embraced.



Companies need a new approach — one that builds on the foundation of culture and engagement to focus on the employee experience

holistically,

considering all the contributors to worker satisfaction, engagement, wellness and alignment.⁶

Innovation inspires collaboration between generations

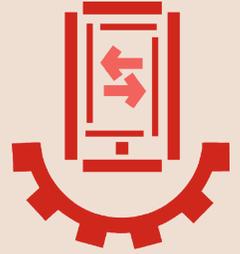


Emerging modern technologies have transformed workforce management systems into a nerve center for businesses. From assisting with strategic scheduling and planning, to facilitating efficient communication between individuals and managers across areas of the business, these technologies enable increased collaboration in real-time, improving the overall employee experience for every generation.

- Employees have 24/7 access to tools that enable them to clock in, check PTO balances or submit time off requests.
- Online views help managers address everyday tasks like employee requests, timecard exceptions and more.
- Advanced scheduling capabilities reduce the amount of time it takes for managers to create schedules and fill last-minute shift vacancies, and gives employees the ability to swap shifts or pick up additional shifts.
- Real-time visibility provides managers with the data needed to help them manage attendance and overtime trends to better control labor costs and improve budget forecasting.
- Streamlined data collection simplifies payroll processing, helps eliminate errors and reduces HR inquiries, making life easier for HR and increasing overall worker satisfaction.



The rise of mobile agility



The rise of the gig economy and employee demand for flexibility has mutated the work environment to where work can happen anywhere, at any time through a mix of full-time, part-time, contract and agency talent. The proliferation of cell phones, tablets and applications enables increased knowledge sharing, transparency and engagement among all workers, leading to increased productivity.

- Mobile devices address employees' desire for more flexibility with where and how they get their work done.

- The anytime accessibility of information helps managers and employees to respond dynamically to quickly changing business needs.
- Mobile applications offer information in the same place where employees can take action, which is essential, and provide the fluidity to drive business outcomes.
- Self-service capabilities increase adoption and empower employees with more control.

By 2020, IDC expects mobile workers will account for nearly three quarters

(72.3%)

of the total U.S. workforce.⁷



Accessibility brings visibility to drive agility

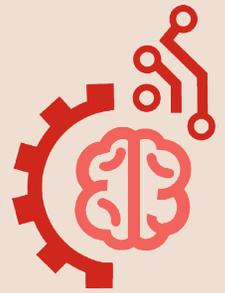


Today's mobile-enabled workforce management solutions enable you to get out into the workplace and spend more time with your employees and customers. Mobile accessibility offers real-time visibility into labor hours, overtime, absences and infractions. This allows managers to become aware of potential issues either before or immediately as they occur, so they can take immediate action and employees can have a more engaging experience.

- 24/7 mobile access provides managers with the ability to fill open shifts or make replacements almost instantaneously, from anywhere, when someone calls out. With a quick search on a mobile device, they can find available employees and ensure that coverage is optimal.
- Employees have more control. They can check their PTO balance or self-tag themselves as willing to work late without having to contact HR. This alleviates the pressure on HR and direct managers to handle every minor detail, while providing employees with more influence in the scheduling process.
- Unlike traditional dashboards, mobile analytics are based on short, recent time spans and are designed to highlight the most pressing, actionable problems so managers can resolve timecard exceptions, approve time and understand overruns to control costs and maintain productivity regardless of where they are.
- With real-time, relevant information available at their fingertips, managers are able to provide a more human and personal management experience.

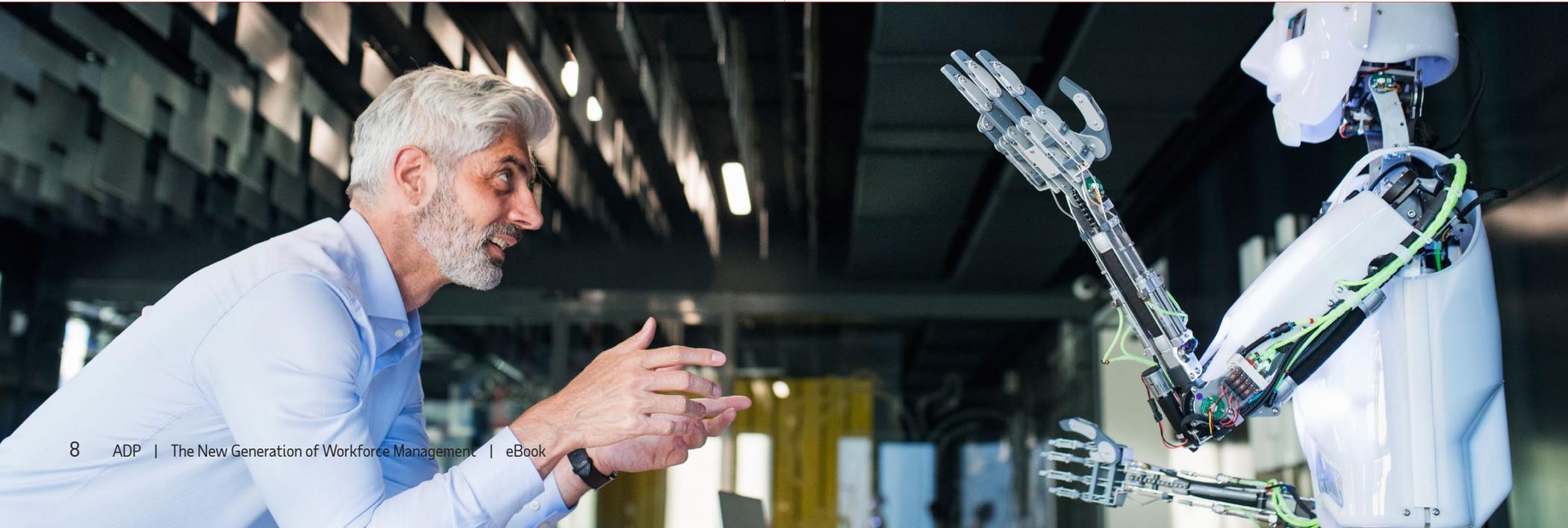


Artificial intelligence and machine learning

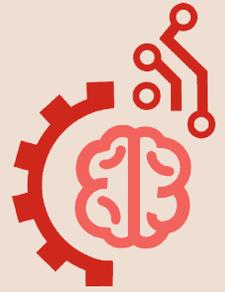


Technology is disrupting the workplace with accelerated speed. AI can help fill the knowledge gap, as employees learn new skills by quickly and efficiently analyzing business data. This data range from sales productivity, workforce effectiveness and employee retention, to fraud, benefit cost containment and other operational KPIs.

- Machine learning enables the system to get smarter with time, and leverages history to provide insights on KPIs like overtime, absence rates, regional differences and more so you can begin to make decisions faster and with more accuracy.
- Mobile accessibility paired with AI allows for even more accelerated responsiveness.
- Cognitive technologies can automate labor intensive processes to help you build the workplace of the future.



AI efficiency increases productivity



As businesses work to continuously integrate their people and technology, they are now leveraging the power of machine learning to make decisions faster. Today's automated workforce management tools do the heavy lifting by identifying what needs attention, researching options, making recommendations and even taking actions on your behalf. Machine learning can account for multiple factors and uses algorithms to model scenarios or trigger specific actions.

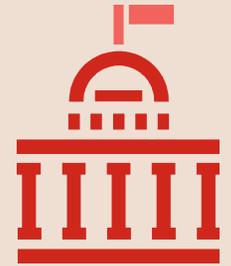
- Scheduling applications take into account all the factors that determine coverage needs and analyze available PTO, employee skill sets, years of employee tenure and attendance policies, vacation schedules and more. This provides recommendations on who should be scheduled, to ensure you have the right people in the right place at the right time.
- Tools can now analyze hourly labor and immediately identify patterns of overtime and other forms of payroll leakage, saving time and money.
- Data analysis tools help predict where costs can be saved, and resources deployed to boost top-line earnings.
- Time-consuming tasks such as approving time off requests and shift swap requests can be automated, expediting the process while still ensuring proper coverage.

Thirty-three percent of surveyed HR teams are using some form of AI technology to deliver HR solutions, and

41%

are actively building mobile apps to deliver HR services.⁶

Increased compliance complexity

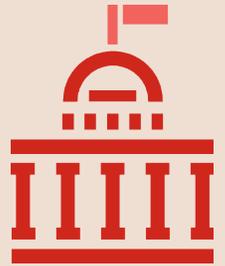


Failing to meet all local, state and federal guidelines can be costly, and it leaves your organization open to audits and lawsuits. The pace of today's work makes it difficult to manage regulations, wage hour issues, licenses needed to work and other requirements of compliance. It's also difficult to efficiently get the right people in the right place at the right time to deliver the best business outcomes.

- Disparate or manual systems make it difficult to ensure consistent application of policies, laws and wage hour issues.
- Mismanaged time and labor can lead to collective bargaining violations, grievance filings and safety risks, and increased labor costs.
- Manual processes can lead to costly errors that take time to fix, frustrate employees and put your company at risk.



Simplify compliance for reduced risk



Today's workforce management solutions offer resilience in the face of change, and help you govern the consistent application of policies and laws. Highly administrative processes can be easily automated to help avoid costly administrative and payroll errors, and reduce overall compliance risk for your company.

- Advanced scheduling programs provide violation alerts of time and workforce rules to help ensure you stay compliant.
- Improved time reporting not only provides better control over labor costs, but also helps to simplify compliance.
- Configurable work and pay rules help maintain compliance with internal policies, union contracts and labor laws.
- Audit trails provide peace-of-mind should you have to defend yourself in the event of an audit.



The top 10 settlements in various employment-related categories totaled

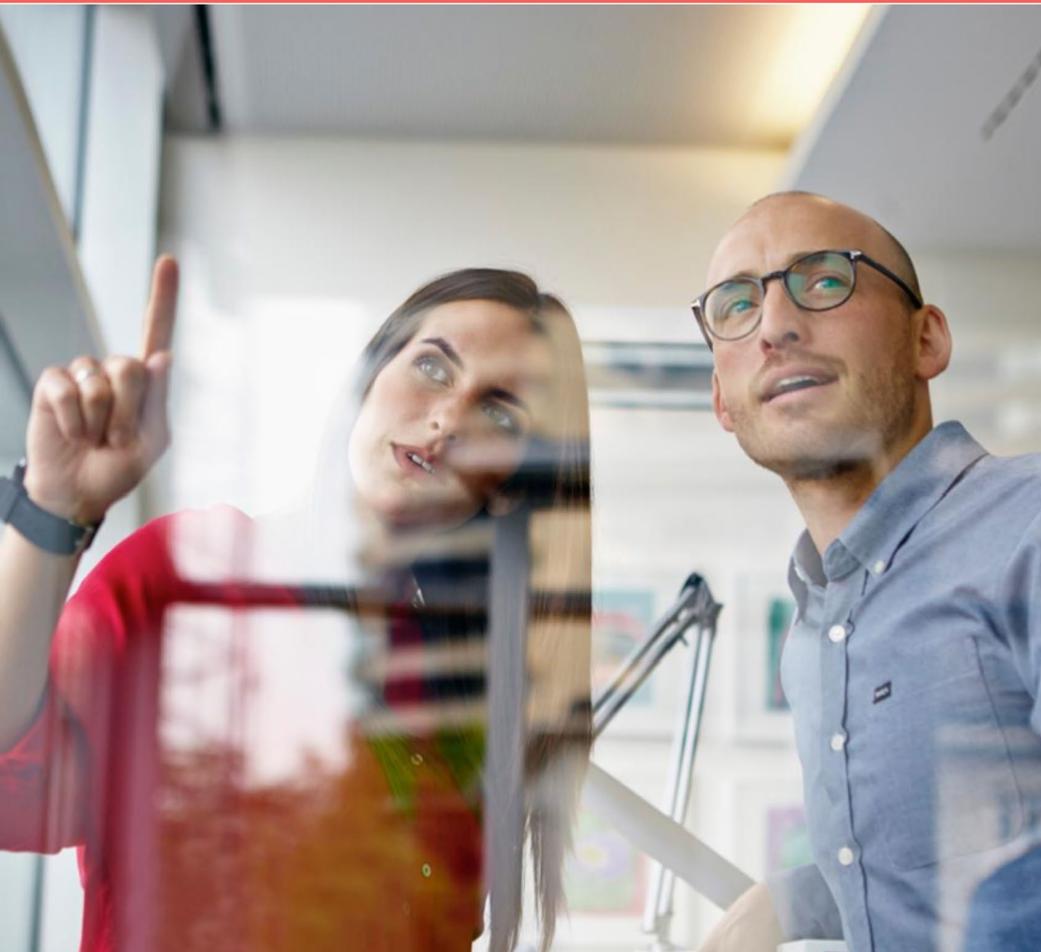
\$2.72 BILLION

in 2017.⁸

Today's workplace is undergoing an identity change, and employers must remain open to new ideas and new ways of doing business to address evolving human capital and workforce management needs. A mobile, multi-generational workforce is converging with AI to accelerate the pace of business and rapid, ongoing changes to regulations, making it more challenging to remain compliant.

The workplace of the future demands that organizations rethink how the work gets done and implement new innovations to take control of labor costs, simplify compliance, boost productivity and enhance employee engagement.

Those who adapt will likely not only survive, but thrive.



Enhance your organization's ability to express itself in new ways that create unique value and provide sustainable advantage for your business to flourish.

ADP® Workforce Manager offers the most mobile, intuitive, insightful and modern solution available for helping organizations manage time, accruals, leave, absences and schedules, and offers this both as a stand-alone workforce management solution, and as an integrated solution with your ADP payroll (or other payroll) solution.

ADP has the experience, knowledge and proven methodology required to successfully implement workforce management solutions for the world's largest and most complex organizations.

To find out how ADP can evolve your workforce management solution to drive business results,

visit [ADP.com/WFM](https://www.adp.com/WFM)
or call 1-800-Call-ADP (800-225-5237).

¹ Staffing Industry Analysts, 2016. Millennials in Staffing Report

² ADP Research Institute, 2017. Evolution of Work 2.0 Report

³ Deloitte, 2017. Global Human Capital Trends Report

⁴ Changepoint, 2016. Mobile Keeps Business Moving Forward

⁵ Aberdeen Group, 2015. Productivity: Managing and Measuring a Workforce

⁶ Deloitte, 2017. Human Capital Management (HCM) Trends

⁷ Business Wire, 2015. IDC Forecasts U.S. Mobile Worker Population to Surpass 105 Million by 2020.

⁸ Seyfarth Shaw LLP, 2018. Annual Workplace Class Action Litigation Report

