



Achmea HR

# BHAG Data Driven Strategic Workforce Management

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**BHAG**

**Big, Hairy, Audacious Goal**

A photograph of an astronaut in a white spacesuit walking on the moon's surface. The astronaut is carrying a large life-support backpack. In the background, the dark, cratered lunar landscape is visible under a bright light source, creating long shadows. A portion of an American flag is visible in the upper left corner.

## **Kennedy's BHAG in 1961**

**Before the decade is out  
landing a man on the moon  
and  
returning him safely to earth**



## Achmea's SWM BHAG 2022

*Before the decade is out*

*having mature*

*data driven*

*Strategic Workforce Management*

*in place*

Reporting

Analyzing

Optimizing

Empowering



# WHY Strategic Workforce Management?

- Innovation as business driver
  - Capitalize on innovative workforce potential
- Shortage of skilled, qualified professionals
  - Retaining and developing skilled employees
  - Tapping into as yet unused talent pool
- Employer promise > Achmea facilitates you in capitalizing on your personal talent!
  - Talent Management! ~~Performance Management~~
  - All you can learn
  - 34 hours/week = full time job

## HOW to realize Strategic Workforce Management?

SWM brings **workforce supply** and **business demand** together based on

- People Analytics, expertise in the field of HR & data
- Application of state-of-the-art digital technology.

We focus on data in 6 categories.



the right  
**people**



the right  
**skills**



the right  
**time**



the right  
**place**



the right  
**reward**



the right  
**contract**

# WHAT solution is needed to realize Strategic Workforce Management?

A platform fed by standardized variables/data, to match supply and demand





# Need for standardization of data; step by step

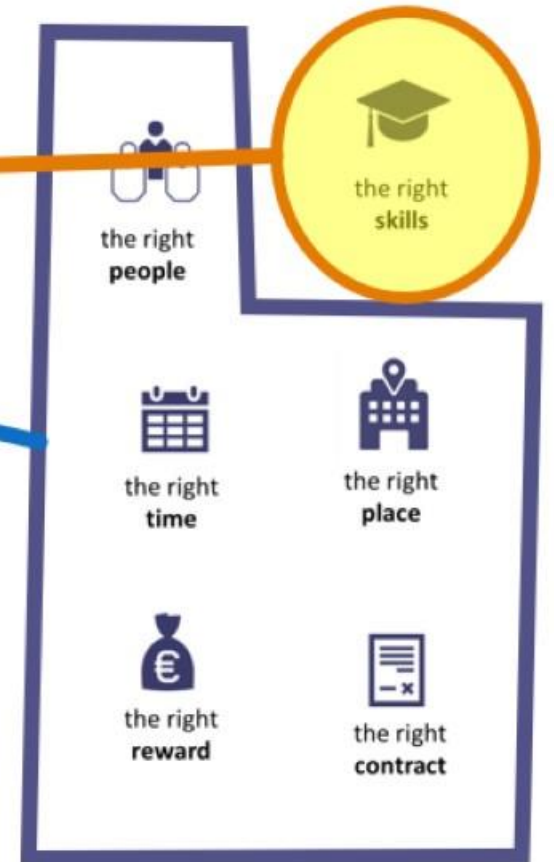
First quantitative data, then qualitative data

2 kinds of data:

1. QUANTITATIVE variables
2. QUALITATIVE variables

## Standardization of variables/data in 6 categories

- **Language**; which conceptual framework do we use to express specific variables/data?
- **Metric**; what is the unit in which the variables/data is expressed?
- **Measurement**; which tool is used to measure & validate the data?
- **Data base**; where are the data kept?





# Examples Achmea standardization of SWM relevant variables/data

SUPPLY side; language, metric, measurement en data base examples



Categorie	Language	Metric	Measurement	Data base
skills	Learning ability	IQ	Intelligence test	Achmea – Assessio data base
		Learning Agilty	online assessment personality + intrinsic drivers	
			Assessment by manager	
	Subject matter expertise	Educational backgroud	Diploma by acknowledged institution	AFAS
Educational level of expertise				
reward	Achmea job ladder	Scale A - K	Judgement of (hiring) manager and/or comp & ben specialist	
		Scale step		

# Examples Achmea standardization of SWM relevant data

## DEMAND side; language examples



- European e-Competency Framework
- ESCO; European Classification of Skills/Competencies, Qualifications and Occupations
- Skills ontology of Workday
- Skills ontology of eelloo
- Achmea leadership qualities
  - Lean & Agile Leadership
  - Leading with Purpose

# Challenging questions in working towards a mature SWM platform?



1



2



# We are taking a brisk walk, and many steps with a multi-disciplinary team!

## Step X: research who is doing what and why regarding SWM?

### Other companies

1. Buitenboard Motor
2. Gemeente Rotterdam
3. Rabobank
4. ProRail
5. Schiphol

### Skills taxonomies and/or algorithms matching supply and demand aanbod

1. ESCO
2. Workday
3. All potential suppliers involved (eelloo, Assessio, LTP etc.)
4. StartUps, e.g. TechWolf
5. eCompetence Framework (eCF)

the right people      the right skills      the right time      the right place      the right reward

### Skills passport inventory

1. Workday
2. EuroPass
3. Eelloo / House of Skills (Schiphol)

### Current state of affairs

1. HR analytics dashboard supply side regarding quantitative data
2. Standardized Soft Skills validation
3. Proof of Concept PPeP > make
4. Trial & error learning

### Skills measurements inventory

1. Subjective validation of skills through self assessment
2. Objective skills validation hard to get, hard to find.
  - a. Soft Skills validation Achmea
    - Online Psychometrics Assessio
    - RT measures BrainsFirst
  - b. Harde Skills
    - Citrus Andriessen
    - EVC

# We are taking a brisk walk, and many steps with a multi-disciplinary team!

## Step Y: Proof of Concept Achmea specific **Personel-Professional-ePortfolio (PPeP)**

- Facilitating **data driven internal mobility** of professionals that currently are doing a non-sustainable job.
- **Mapping out** the current workforce within **strategic fields of expertise**.
- Standardized format **objectively** validated **SOFT skills**.
- Free format **subjectively** validated **HARD skills**.



## Soft Skills in PPeP

1. Future Potential > Learning Ability > Learning Agility
2. Werk-/denkniveau
3. Behaviour
  - a. Aptitude / potential
  - b. Performance
4. Intrinsic motivation, role preferences

## Harde Skills in PPeP

5. Subject matter expertise
6. Notable past achievements > seniority of professional, i.e. maturity of an employee.
7. Ambition for the near future; what is my desired next step as professional?



