



# FUTURE OF WORK

## Workforce Transformation Case Study

### THE CLIENT

**Business Management Associates' (BMA) client is responsible for coordination and collaboration with key partners at state, local, and global levels; providing overall strategic direction and leadership; promoting and supporting policies and programs; and identifying, facilitating, and promoting cross-center and cross-agency collaboration, innovation, and new initiatives within a specific vertical.**

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### BUSINESS CASE

The appointment of a new senior leader in 2020 created an opportunity for the client to revitalize their business strategy and organization to not only advance their goals and priorities, but also to meet the needs of an agency under a state of constant change. The client requires a workforce strategy to maximize resources for long-term efficiency and effectiveness.



### CHALLENGE

The client has a goal to implement a Future of Work initiative. However, the client's department and structure is relatively new to the agency and is still being defined. This required the client to contract to BMA for project management and strategic approach. Our team was asked to lead a workforce design and transformation for a diverse group of stakeholders. The changing nature of work, resource constraints, and evolving industry landscape is driving the need for the workforce transformation.

### SOLUTION:

The future of work transformation represents a valuable opportunity for the organization and its diverse group of stakeholders. Strategic Operations and Workforce Planning provided by BMA will provide actionable next steps to assess the agency's current staffing, project future strategic workforce needs, and develop implementation approaches to staffing, process optimization and change management.

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### RESULTS

BMA created a people centric approach to workforce innovation enabling the client to facilitate a shift and transformation delivering value to its stakeholders and the communities they serve. Implemented a revised workforce transformation roadmap

1. **Enhance Operating Model:** BMA project team is enhancing the client's operating model to better accomplish its mission and identify strategic workforce needs and processes to operationalize a future state operating model and talent requirements.
2. **Workforce Planning and Data Insights:** BMA conducted analyses enabling the agency to accurately analyze, forecast, and plan its workforce to deliver client's future state operating model.
3. **Research and Interview Benchmarks:** BMA conducted leadership and stakeholder interviews to benchmark the client's current talent status and future talent requirements to operationalize the client's future state operating model.
4. **Future Staffing Plan Development:** BMA created the client's future staffing plan including positions, series, and grades.
5. **Process Optimization:** BMA is modernizing the client's strategy and coordination mapping across the organization, implementing new processes and collaborations to optimize organizational value.