

The Power of Skills Insights

How Four Companies Are Increasing Agility and Resilience



Introduction

With business needs changing at an unprecedented rate, organisations are reinventing the way they operate so they can quickly adapt and stay competitive. We invite you to explore how four Workday customers are evolving and positioning themselves for ongoing success.

Learn how they are responding to rapid change by gaining insights into current and future workforce skills and aligning their talent with new objectives. And how they're increasing employee engagement and retention by helping employees explore their interests, plan their career paths, and even find gigs that allow them to grow, practise and refine their skills.

Read on to see how Workday is empowering these businesses to improve their agility, increase their resilience and meet the demands of a changing workforce.





Deep insight, fast research.

Timing is everything when it comes to treating patients. To advance its capabilities and speed to tackle global health issues, MSD must recruit and retain talent with the right skills and experiences to serve patients both now and in the future. “We’re a large global company,” says Eric Ervin, executive director of HR Technology Solutions and Strategy at MSD. “Identifying the experts we already have who can quickly move into a new role hasn’t always been easy. At times we have spent money on external resources only to discover later that we have the skills internally.”

To improve HR insight as well as employee experience, MSD deployed [Workday Human Capital Management \(HCM\)](#). It gives global employees a central system for managing HR data, automating workflows, and increasing their insight into skills, job roles and employee opportunities.

Key Results

- Provides personalised career opportunities in 93 countries
- Enables HR teams to define standard skills for 5,000 roles
- Boosts insight into global skills and resource management
- Improves retention and the experiences of 74,000 employees



Start small, test and analyse.

MSD's HR teams used Workday to automate recruiting, compensation planning and talent management workflows. The teams also enabled [skills cloud](#) to leverage an enterprise-wide ontology that uses machine learning algorithms to analyse employee data and infer skills. The improved insight increases MSD's understanding of its workforce, making it easier to match workers to new opportunities.

Global gigs open doors.

MSD is also expanding its use of gigs to improve how it meets all of its HR goals – including the completion of its skills ontology – because gigs map people's skills to roles. This open model increases the number of gigs, giving employees a way to explore their interests, learn new skills and fill short-term resource gaps. Managers can use gigs for pilot testing to see if an employee might be a good fit for a long-term position. Even the HR staff use gigs to enable more user-centric feature designs by bringing in people from across the company to help with testing.

Encouraging transparency.

Expanding and maintaining skills data is only possible when employees share their skills, accomplishments, interests and goals in their Workday profile. "Explaining to employees what's in it for them is more effective than making demands," says Ervin. As staff members share more information, they receive more relevant suggestions for training, mentors, gigs and career options.



About MSD

MSD, known as Merck & Co., Inc. in the US. and Canada, is a biopharmaceutical leader that develops medicines and vaccines to prevent and treat diseases. Headquartered in Rahway, New Jersey, MSD spent \$12.2 billion in 2021 on R&D.

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We made tremendous improvements in recruiting and talent management, and improved the quality of our HR data using Workday and skills cloud.

Executive Director,
HR Technology Solutions and Strategy,
MSD



User-centric, real time and innovative.

With Workday, Fugro gained a worldwide system that's centrally managed and easily maintained. Workday aligned with Fugro's digitisation strategy to automate business processes and enable employees to complete key tasks on the go. The company also gained real-time visibility into its global workforce, and HR now has access to analytics on various processes, as well as a tool to model the structure of the organisation.

Transforming talent management.

Many of Fugro's employees are highly skilled engineers that the company needs to retain for continued success. Using the data in Workday, Fugro can identify employees' talents and plan their career paths to keep them engaged with their work and the company.

Managers can pull reports on their teams to see how employees are developing. With Workday Enterprise Management Cloud Platform, people leaders can pull relevant CVs, enabling the business to respond quickly to client demands based on availability of competent project resources.

Compensation data is fully loaded in the system, enabling managers to identify if workers are being paid at the market rate – which helps to increase retention – and any skills shortages that may need supplementing.

Key Results

- Improved retention of key personnel
- Gained real-time insight into skills and workplace diversity
- Ensured consistency in HR practices worldwide
- Provided flexible access that supports mobile working



Fantastic user experience.

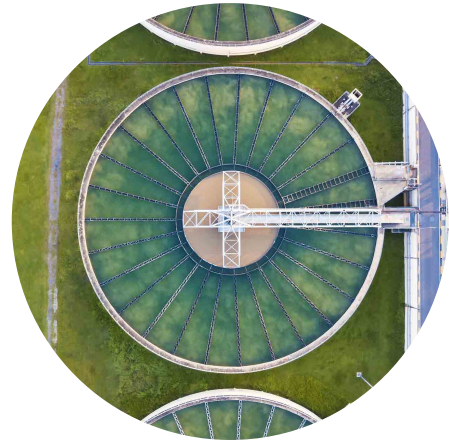
Fugro employees can access Workday through their desktop, tablet or smartphones. Fugro Chief Human Resources Officer Erwin Hoogeveen says, “Workday is the coolest technology that’s happened to Fugro. It’s not only me saying this, but more importantly, our employees.”

The convenience of the Workday app has made a tangible difference for the HR team. Hoogeveen adds, “Now, for example, when I’m in board meetings or travelling, and I receive a request for the latest information on an employee, I can access it straightaway through the Workday app. In the past, I had to contact the HR information system manager, and it could take two weeks to get the data. Another important benefit is that our managers can do the same, saving themselves and their teams a lot of time.”

Driving diversity.

Fugro’s diversity and inclusion roadmap is designed to support its aspiration to build a diverse talent pipeline and create a culture of fairness and inclusion. And the company particularly wanted to look at succession planning for women in its workforce.

Through Workday, Fugro now has precise data on the number of women across the business. It knows the number of women in leadership positions, figures to ensure equal pay for women and details on which managers have completed unconscious bias workshops. “We can finally drive real change,” says Hoogeveen.



FUGRO

About Fugro

Fugro is the world’s leading geo-data specialist, collecting and analysing comprehensive information about the earth and the structures built upon it.

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With Workday, we finally have the technology to look at our people’s capabilities in combination with their ambitions and development paths. Workday has transformed the way we manage our talent.

Chief Human Resources Officer,
Fugro



Supercharged with a single data set.

Foundational to NVIDIA's use of Workday is the single data set as a source of truth. Because the company doesn't need to integrate multiple data sets, it has better control over the hire-to-retire lifecycle. Without a single data set for managing employee information, its exponential growth would be a complex, laborious challenge. Building on Workday as its system of record, NVIDIA has methodically deployed additional Workday products as they have been released.

Explosive hiring growth.

NVIDIA receives approximately 2,500 applications daily and has close to 150,000 candidates in the review process at any given time.

To support the various business units that needed new talent, resources had to be flexed and reassigned constantly. The existing system couldn't move candidates in bulk from one recruiter to another, which meant that many applications were languishing in individual inboxes waiting for review.

Key Results

- Single source of truth for data
- Visibility for hiring managers into the hiring process
- Faster profile updates of employees
- 10,000 actions reassigned per night



The effort was painstakingly manual, requiring that each task be reassigned as a new task with a different owner. NVIDIA recommended this capability in the design partner group and Workday developed it.

With the mass operations management capability in Workday, NVIDIA can mass assign up to 50,000 candidates at a time. What used to take more than 24 hours to perform is now handled overnight, with NVIDIA reassigning 10,000 actions by morning each day.

Intelligent automation and a pool of top talent.

As it looks toward the future, NVIDIA is planning to deploy skills cloud in Workday, a universal skills ontology that cleanses, understands and relates job skills data. This enables candidates to build personal skills profiles that the company can leverage to fill skills gaps and identify strategic hires. “The ability for skills cloud to review a candidate’s experience and education and suggest roles for them speeds up the recruiting process,” says Brad Staesnick, HR technology architect at NVIDIA.

A curated set of skills offered to employees via skills cloud now makes talent optimisation a lot more manageable. Without it, the arduous task of coming up with individual skills descriptions might demotivate employees from updating their profiles. Existing employees can create their profiles, and managers can review that data and identify where to build up skills via recruiting or learning opportunities.



NVIDIA

About NVIDIA

NVIDIA designs graphics processing units (GPUs), application programming interfaces (APIs) for data science and high-performance computing, and system-on-a-chip units (SoCs) for the mobile computing and automotive market.

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The ability for skills cloud to review a candidate’s experience and education and suggest roles for them speeds up the recruiting process.

HR Technology Architect,
NVIDIA

A remedy for improving people operations.

Ferring is an enthusiastic Workday customer. Among other Workday applications, the company uses Workday Human Capital Management (HCM) as the system of record for managing personnel, and Workday Recruiting to manage internal and external employee searches. It is currently rolling out Workday Time and Absence Management to manage employees' time. Ferring also uses skills cloud in Workday, which infers skills from Workday data – including job profiles, experience, feedback, learning and certifications – to populate workers' skills profiles. What Ferring still lacked, however, was a way to connect workers with recommended development opportunities.

Achieving more with people's skills.

Ferring HR team members consulted with Workday about how they could make greater use of the skills cloud. Their Workday Customer Success Manager Laura Oliveira introduced them to the new Workday Talent Marketplace application, which uses skills cloud data to match worker skills and skills-building interests with short-term projects, known as "gigs". It can also match workers with recommended learning content and full-time Ferring jobs.

Key Results

- Fewer than 8 weeks to deploy Workday Talent Marketplace globally
- 63% increase in Workday Talent Marketplace gigs over 8 months
- 90% of gigs fully staffed
- 272 gig roles posted to employees



Today, managers create gigs in Workday Talent Marketplace and quickly find people with the right skills or professional development interests within the company. It's a two-way street, and employees can also proactively pursue their own goals for growth, better enabling the company to adapt to changing business conditions.

Fuelling professional growth for employees.

Ferring employees use Workday Talent Marketplace to find gigs that allow them to grow, practise and refine their skills. Employees across business groups – including manufacturing, where people tend to be cautious about adopting new technologies – quickly realised that Workday Talent Marketplace could help them advance their careers and gain positive visibility with senior leaders.

Navigating to the next normal.

Ferring managers create gigs in Workday Talent Marketplace, review the matched workers and invite employees to participate. By reaching out across the company instead of only contacting people and business groups they know, managers can tackle projects faster with talent they might not otherwise uncover. Even during the company's pandemic-related hiring slowdown, innovative team efforts still move forward because internal skills and talent are now more visible.

Filling talent gaps internally across a global organisation.

The soft launch of Workday Talent Marketplace generated intense interest from such business groups as IT and HR, and it is now attracting the interest of R&D. Managers are now posting more diverse gigs than they did in the first days after the deployment. Ferring Senior Manager of HR Solutions and Transformation Lynn Van Oossanen says, "Internally, we refer to the Workday application as the 'Opportunity Marketplace'. This is the first time we can globally match skills needs with internal resources in real time."

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Workday Talent Marketplace helps us connect people with opportunities and drive organisation-wide change to create a culture of learning and development.

Global HR Solutions and Transformation Director,
Ferring



FERRING

PHARMACEUTICALS

About Ferring

Ferring Pharmaceuticals is a global leader in research and medical innovation in the areas of reproductive medicine and maternal health, employing 6,500 people worldwide.



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