



The company referenced in this case study is an industry leader in defense and government electronics, space, information technology, technical services, business aviation, and special mission aircraft. They provide integrated mission systems to meet the critical defense and non-defense needs of its customers.

Hitachi Consulting helped the client deploy a new workforce planning process and application that allows the client to better forecast personnel resources.



## **C**ase Study: Aerospace and Defense Supplier

### *Strategic Workforce Planning*

#### **Business Challenge**

For years, this leading aerospace and defense supplier experienced conflicting data in its financial forecasting and workforce planning projections. In many instances, there was little correlation between the two. As a result, the organization could not provide the most accurate financial outlook to stakeholders nor plan for human capital needs.

Hitachi Consulting assessed the company and found three main challenging areas: data capture, lack of common and formal processes, and workforce requirement resources.

An analysis of data capture showed lack of application standardization, use of spreadsheets, and in some departments, a complete failure to record data.

With regard to the second component, the process used to identify data across the organization, Hitachi Consulting found the company lacked a common process altogether. If a department had a formal process, it was myopic in nature and failed to cross-functionally integrate with other departments.

The final component was an analysis of the resources needed to project future workforce requirements. Within the organization, few resources were dedicated to workforce planning activities and few people were well-skilled in providing accurate forecasts.

#### **The Solution**

Strategic Workforce Planning is a proactive, strategic activity that enables an organization to identify, develop, and sustain a workforce with the skills needed to successfully accomplish its project needs. In short, Strategic Workforce Planning helps companies ensure they have the right people, in the right place, at the right time.

This aerospace and defense supplier selected a Web-based application that provided version control, security compliance, robust data analysis, and automatic data feeds from HR and other internal applications. They engaged Hitachi Consulting to deploy the workforce planning application and develop a process for a business unit of approximately 12,000 employees, 8,000 of which were staffed on program-based work where scope requirements changed daily. Hitachi Consulting deployed its Best Practice process – a 12-week, six-step, demand-driven methodology requiring dedicated resources:

1. Project Managers enter program resource requirements for both firm and potential work
2. Functional Managers review initial data loadings entered by Project Managers
3. Project and Functional Managers reconcile forecast loadings
4. Dedicated resources analyze workforce forecasts and compare to financial data
5. Data is presented to leadership and organizational impacts are examined
6. Action is taken to close gaps

# C Case Study: Aerospace and Defense Supplier

## Strategic Workforce Planning

Hitachi Consulting conducted an organizational-impact assessment and determined no standard application, process or database existed. Without these, there was no good way to capture appropriate data. Few employees were allocated or had the skills necessary to address staffing needs. To address the resource and skill gaps, Hitachi Consulting focused heavily on Organizational Change Management (OCM) activities, critical to any project's success.

Working together, consultants and internal resources identified a large group of change agents to help increase project awareness; this ultimately increased end-user knowledge. The team also conducted application demonstrations and information sessions prior to deployment. Hitachi Consulting elected to use a hands-on training approach, as well as providing end-user support post go-live. Further, company leaders showed support for the implementation pre- and post-deployment. This was critical for an organization with various competing priorities.

To ensure ongoing success, full-time process owners were identified at the organization level and in key functional areas. Lastly, leadership received monthly status reports from each area and reviewed implementation progress.

### Business Benefits

The Workforce Planning solution helped this leading aerospace and defense supplier achieve a number of benefits, including:

- Workforce planning forecasts consistent with financial forecasts
- Resource assignments based on competency and skill sets
- More effective use of high-value resources
- Project needs assigned based on critical skills and competencies
- Pinpointing talent gaps for future projects to help improve recruitment and selection strategies
- More engaged management teams that aid in developing, communicating, and implementing strategic workforce plans
- Aligning business needs with other human capital processes such as skills development, succession planning, multi-rater feedback, and leadership development



### About Hitachi Consulting Corporation

As Hitachi, Ltd.'s (NYSE: HIT) global consulting company, with operations in the United States, Europe and Asia, Hitachi Consulting is a recognized leader in delivering proven business and IT strategies and solutions to Global 2000 companies across many industries. With a balanced view of strategy, people, process and technology, we work with companies to understand their unique business needs, and to develop and implement practical business strategies and technology solutions. From business strategy development through application deployment, our consultants are committed to helping clients quickly realize measurable business value and achieve sustainable ROI.

Hitachi Consulting's client base includes 25 percent of the Global 100 as well as many leading mid-market companies. We offer a client-focused, collaborative approach and transfer knowledge throughout each engagement.

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