



How Do We Get the Data?

A Multifunction Assessment of Workforce Efficiency

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Introduction

Presenting Today



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About BrandSafway | Providing You Access to Build a Better World

➤ BrandSafway is a **leading global provider of access, industrial and specialty services, and forming and shoring** solutions to the industrial, commercial and infrastructure markets.

PRODUCTS & SERVICES

Scaffolding and work access
Industrial and specialty services
Forming and shoring

BY THE NUMBERS

\$5B
in revenue
in 2023



~40,000
employees

~340
locations



30
countries

MARKETS SERVED



Power Generation



Civil & Infrastructure



Oil, Gas & Chemical



Commercial Construction



Emerging Markets

Business Complexity

39
Global
Payrolls

ORACLE
dayforce
UKG

cegedim
business services
ClickHCM
& more!

~80% of employees are **Craft Labor**



High churn & mobility rates
Project dependent workforce
Antiquated people tech
Union and Non-Union

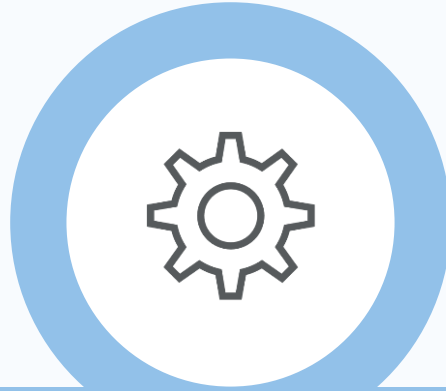
Driving Transformation – Phased Approach

2020 Work Activity Survey – HR Scope



HCM Design

- Implementing Workday HCM
- Understand roles for business processes and security



HR Work Design

- Consider how to structure the work for shared services

2023 Work Activity Survey – Cross-Functional



Functionalization

- Centralize key functions (e.g. Finance, Engineering, HR)
- Support Process Mapping



GBS

- Determine path for transactional work (onshore, offshore, outsourced)
- Build shared service strategy



What is the Work Activity Assessment?

Why Do a Work Activity Assessment?



Type and Amount of Work
Uncover the FTEs for in-scope functions and services.



Labor Cost of Activities
Quantify the current level of spending for the organization.



Service Delivery Opportunities
Discover opportunities for efficiencies and alignment.

What is a Work Activity Assessment?

WEEKS



Kickoff & Preparation



Development & Design



Deployment & Data Validation

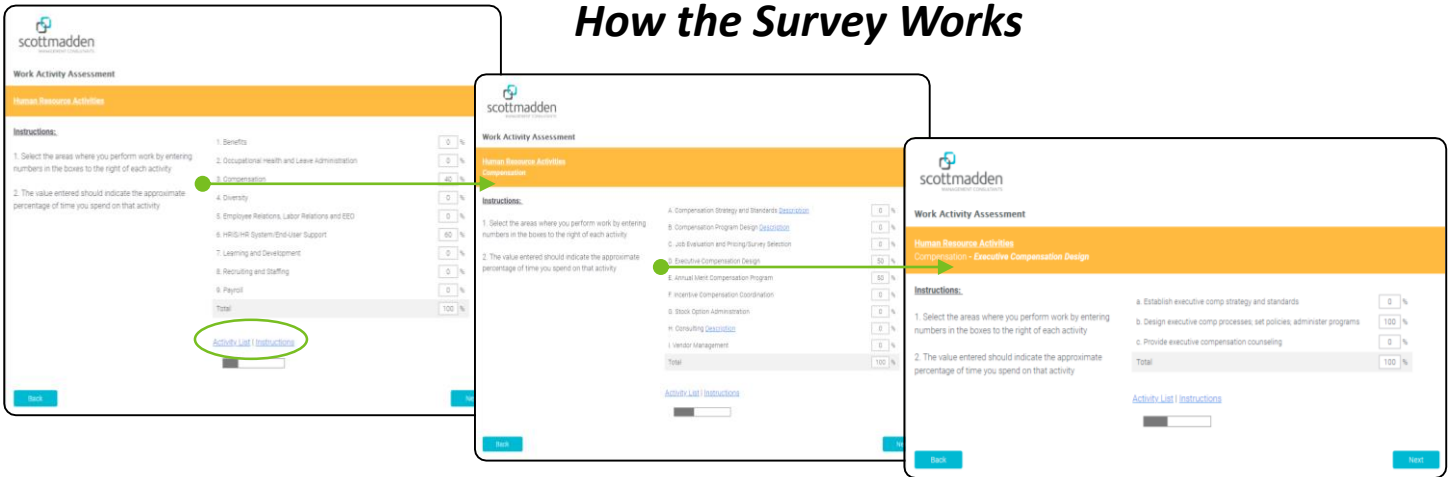


Analysis & Reporting



Deliverables & Recommendation

How the Survey Works



Data Is Quantified in Several Ways



Headcount



**Full-Time
Equivalent (FTE)**



Labor Cost



Activity Level



Management Level



Work Type



Demographic Cuts

Key Attributes

1

Multi-functional or
single function
assessment

2

Snapshot of your
company compared
to leading practice

3

Insight into where
people are spending
their time

4

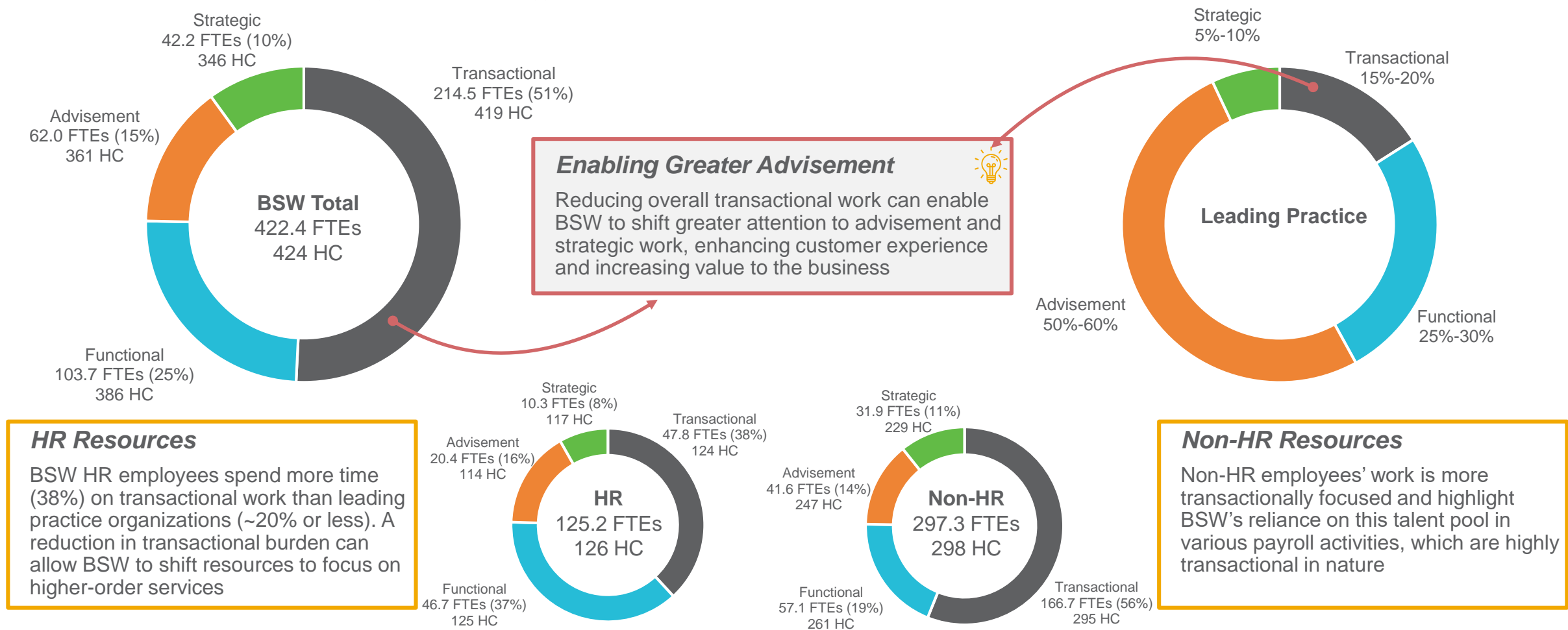
Findings relevant to
the Executive
Leadership Team and
to functional process
owners



Assessment Findings and Impact

Work Type Mix vs. Leading Practice

› **Transactional work at BSW is much higher than leading practice**, which increases transactional and administrative burden across the organization (within and outside of HR) and reduces HR’s ability to provide higher-value services. High transactional burden is due to a lack of process standardization, automation, and integrated technology.



FTE and Headcount Distribution by Work Category

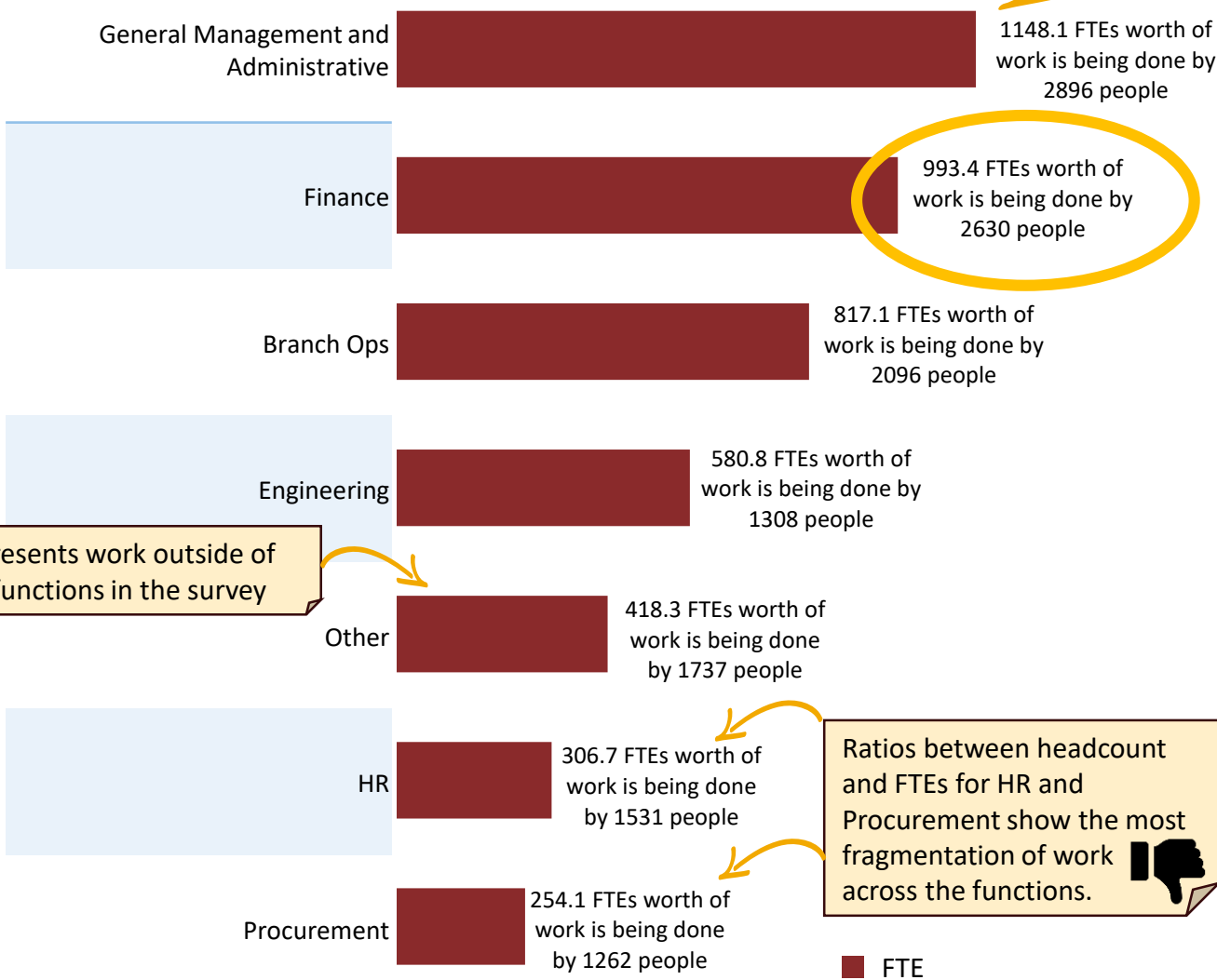


Chart Overview

- FTEs (Full-Time Equivalents) represent the amount of effort involved within each area
- Headcount represents the number of unique individuals performing the work

Chart Totals

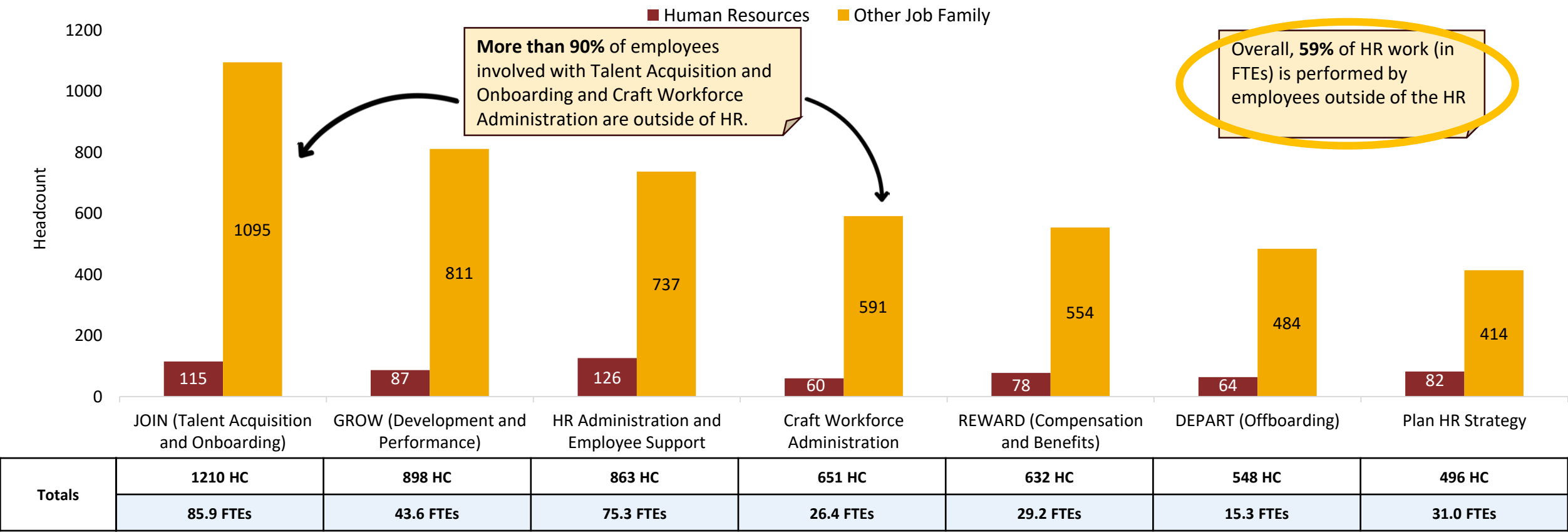
FTE	Headcount
4518.4	4561

Key Takeaways

- Cross-functional areas such as General Management and Administrative, Branch Ops, and Other are accounting for around 52% of work performed
- General Management and Administrative activities include 614 FTEs of Administrative work (e.g., filing/copying/sorting, word processing, other admin support), and 534 FTEs of Management work (e.g., supervising/counseling employees, managing employee performance, creating/managing budget)
- 388 Individuals allocated 100% of their time to Other activities were removed

HR Work Performed by Other Job Families (Headcount)

A significant portion of HR tasks are being performed by staff sitting outside of the HR Job Family. In 6 out of the 7 areas, there are more FTEs from employees outside of HR that are carrying out these duties. While some work is always going to be performed by employees outside of the function, it is surprising to see this level of involvement from employees outside of HR.



Branch Employees Core vs Non-Core Activities by Management Level

Core Activities

- Billing and Collections
- Business Development and Sales
- Contract Management
- Environment and Compliance Health and Safety
- Estimating
- Project Management and Worksite Execution
- Supply Chain and Ops Management (non-fleet)

Non-Core Activities

- Branch and Admin Services
- Craft Workforce Administration
- Engineering
- Payroll Processing
- Supply Chain and Operations Management (fleet)
- Timekeeping (Branch Ops)



Chart Overview

- Each branch activity has been assigned a core or non-core designation based on the vision for the Branch of the Future.



Chart Totals

FTE	Labor Cost	Headcount
2936.7	\$262,406,000	2963



Key Takeaways

- Core activities represent only 35% of current work at the branches
- While leadership roles are performing more core activities, significant amounts of non-core work is still being performed across management levels, limiting bandwidth to perform high-value add core activities
- Shifting non-core work to other organizations such as GBS and shared services will free up significant time for core activities

Executive/Director

59% (90.8)

41% (63.2)



Branch leaders spend significant time on non-core work

Manager/Supervisor

49% (344.3)

51% (360.0)

Individual Contributor

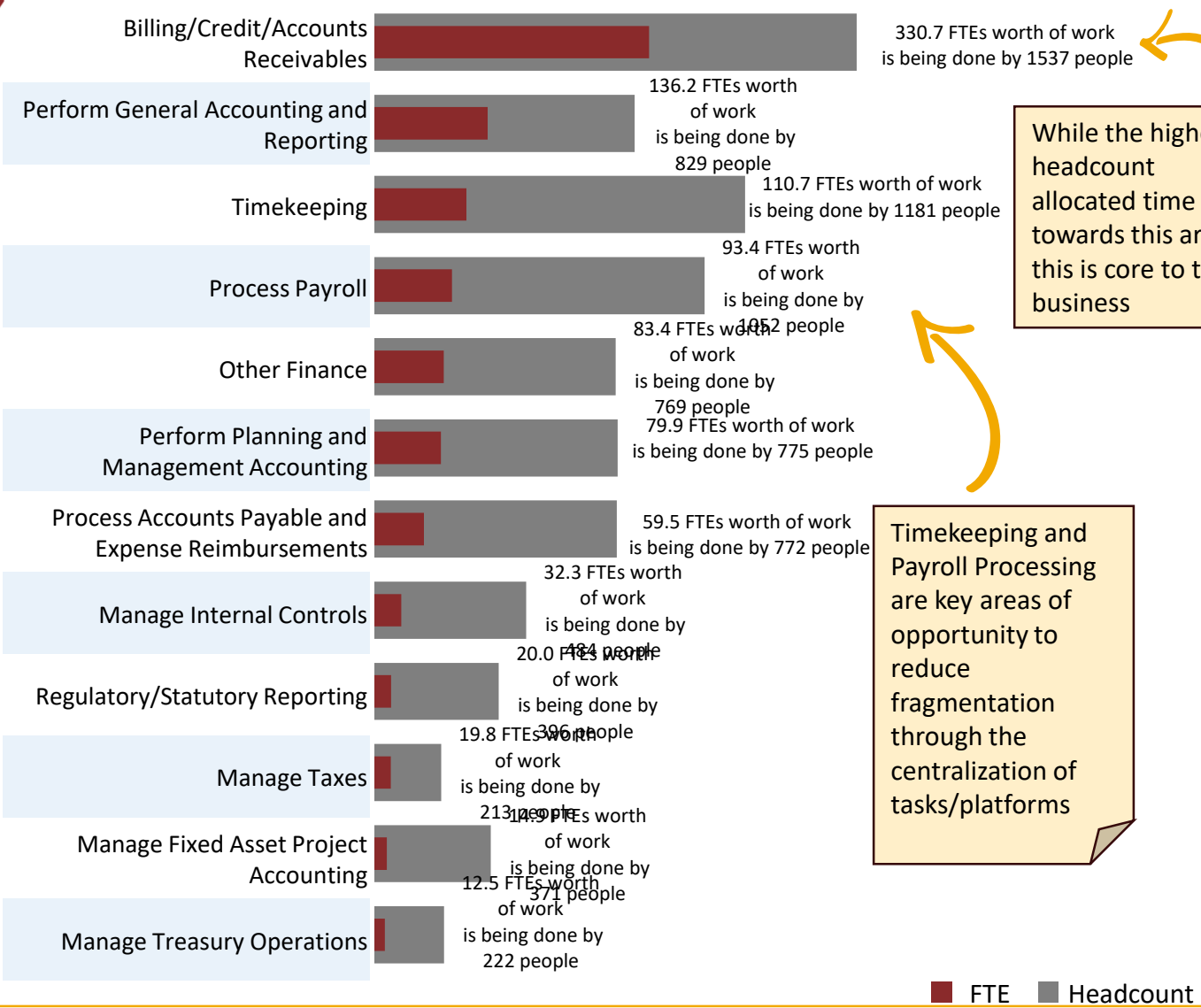
28% (582.6)

72% (1495.8)

■ Core FTEs

■ Non-Core FTEs

Finance Fragmentation by Level 1 Activity



While the highest headcount allocated time towards this area, this is core to the business

Timekeeping and Payroll Processing are key areas of opportunity to reduce fragmentation through the centralization of tasks/platforms

Chart Overview

- Fragmentation reveals the disparity between the volume of work performed and number of people performing the work
- When the headcount bar significantly exceeds the FTE bar, there is less ownership over the activity (i.e., more people are involved with a smaller portion of time spent)

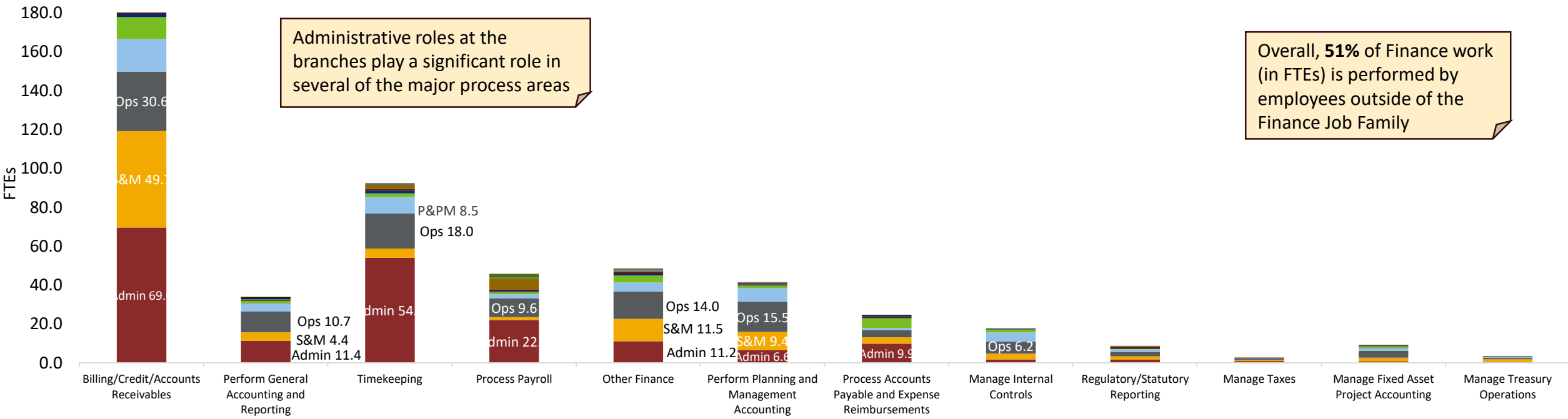
Chart Totals

FTE	Labor Cost	Headcount
993.4	\$91,607,000	2630

Key Takeaways

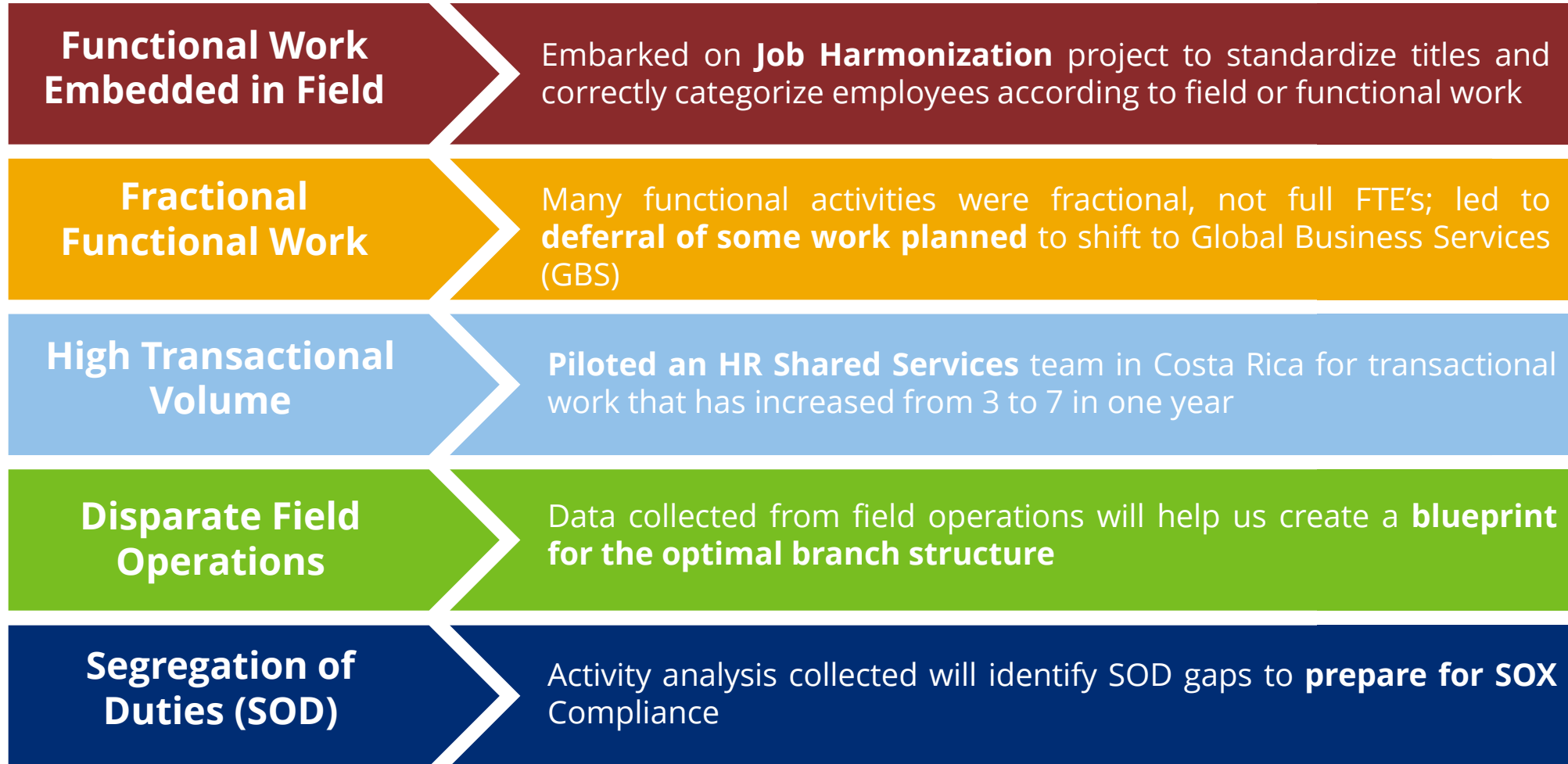
- Extreme fragmentation is occurring across the Finance function, particularly within Timekeeping and Payroll Processing
- The severe levels of fragmentation are likely due to the decentralized nature of finance platforms and growth through acquisition
- Centralizing administrative, repetitive tasks would allow for a more efficient Finance organization and reduce fragmentation to a more modest level

Finance Work Performed by Other Job Families (FTEs)



Other Job Family Totals	182.1 FTEs	34.3 FTEs	92.6 FTEs	45.8 FTEs	48.8 FTEs	41.5 FTEs	24.7 FTEs	17.7 FTEs	8.7 FTEs	2.7 FTEs	9.1 FTEs	3.4 FTEs
	1213 HC	520 HC	1042 HC	886 HC	562 HC	612 HC	613 HC	363 HC	300 HC	134 HC	304 HC	161 HC

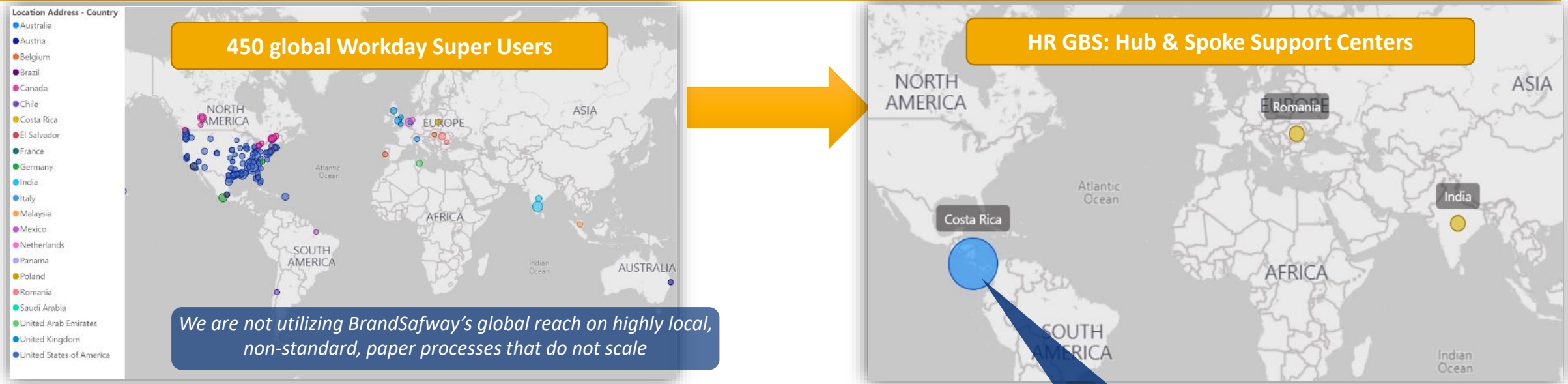
Applied Findings





Learnings and Key Takeaways

HR GBS: transforming HR Service Delivery



North America

PILOT I-9 & Redeployments

- Digitize hiring & onboarding for the US and Canada
- Remove back-office processing from Hiring Centers
- Shift rehires to "hired at home" instead of visiting a hiring center
- Look for Hiring Center rooftop consolidation opportunities

North America

Move first Hiring + Onboarding + Redeployment

- **Document Management & Case Management** platforms
- Proactive job placement *before* the current job ends
- Job marketing to craft alumni
- Craft talent pool building, maintenance, and curation
- Use supervisor ratings to intelligently target efforts

North America

Move next Sourcing, retention, & redeployment

- HR questions
- Investigations?
- Compliance?
- Record keeping?
- Talent & learning?

North America

Continue centralizing Direct employee & manager services

Global

Move long-term International HR services

Why is Costa Rica considered the HR hub?

- 75% of all employees are in North America
- HR workflows generally need **nearshore responsiveness** (handled in the same time zone)
- **India** is good for asynchronous HR processes (organizing records; auditing; etc.) and technical HRIS support like Workday
- **Romania** is good for European language support

Centralized Accounting Services Overview

Accenture * -155 FTE

F&A – Procure to Pay

- Manage Inbound Documents
- Process Invoices (PO & Non-PO)
- Process Payments, Petty Cash (BSW only)
- Address Vendor Inquiries, Handle Disputes and Exceptions
- Perform PTP Reconciliations & Period End Close Activities
- Manage Vendor Data Master Data and P-card
- Perform T&E & P-Card Audits

F&A – Record to Report

- Process Journal Entries, Clear IC Accounts, Month-End close
- Process Allocations
- Reconcile Balance Sheet Accounts
- Prepare/Review Trial Balance
- Perform Intercompany Activities
- Perform Fixed Asset Accounting

F&A – Order to Cash

- Process Accounts Receivable (Cash Application)
- Manage & Process Adjustments/Deductions
- Maintain Customer Master Data

* Accenture Contract ends @2027

BSW — 27 FTE

OTC

- AR Invoicing (India)

Taxation

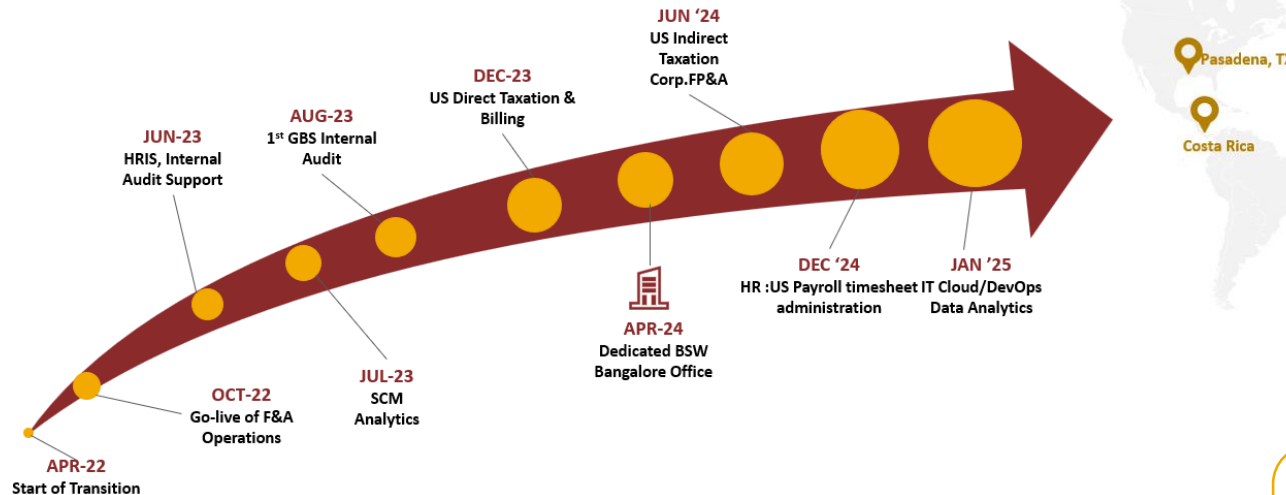
- US Corporate Tax Activities

Internal Audit

- Internal Audit Support – International

FP&A

- EBITDA Flash Report
- Collection Report
- Other Ad-Hoc Report



Opportunities

- OTC – Billing, Credit & Collections
- Advanced FP&A Activities
- Interco Hub
- Blackline Admin
- Other Controlling

Pasadena, TX
Costa Rica

Cluj, RO

Bengaluru, IN

Local Language Support



SPOKE

Cultural familiarity



Business proximity



Lessons Learned



Design

- Remove ambiguity
- Keep taxonomy simple with end goals in mind
- Eliminate overlapping questions



Execution

- Communication is key...this will naturally cause anxiety
- Dedicated, facilitated sessions help...ability to answer questions in real time



Insights

- Be realistic about the results
- Expect the unexpected
- Be realistic about how to apply to analysis
- Data is still being used 2 years later
- Helps determine which employees can be developed or reskilled

Survey Overview

Survey Distributor: ScottMadden

Launch Date: July 10 Target Response Rate: > 80%

Objective of the Survey:

Survey is intended to understand the work allocation of resources on different processes, to identify opportunities to leverage what is working well by clarifying roles and responsibilities, and to best meet our current customer and business requirements

Survey Population:

All employees performing work across Branch Operations, HR, Procurement or Engineering Services either directly or indirectly will be asked to complete an online survey to help us determine what activities are performed where, how and by whom.

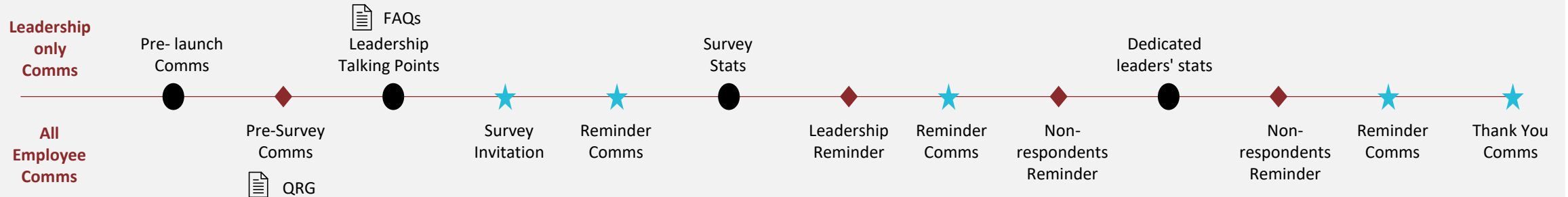
Survey Questions:

The survey asks the respondent to answer demographics questions and then select all areas of work they spend time on and allocate percentage time across these areas and specific activities under them. A quick reference guide is provided to assist them with completing the survey.

Survey Execution

Pre-Survey & Survey Communications:

◆ BrandSafway Leadership sends Survey Reminder Communication ★ ScottMadden ● Leadership communications



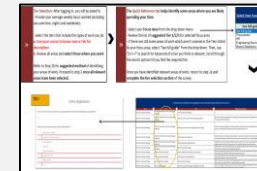
Leadership Toolkit:



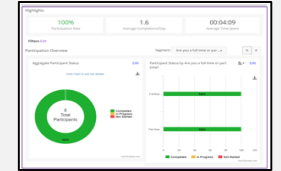
Talking Points for Leadership to use for communicating with survey participants



Frequently Asked Questions (FAQs) for answering common queries on survey participation & execution



Quick Reference Guide with survey instructions and Process Taxonomy as per recipients' focus areas



Periodic Status Updates for leadership to track survey progress

Q & A



Thank You
