### **Case Study: Senior HR Business Partner for Operations**

**Scenario:**As the Senior HR Business Partner for Operations at Rohlik Group, you oversee HR functions for key departments involved in automation, IT development for OPS, or last-mile delivery. Your mission is to prepare the organization for significant scaling in terms of geographical expansion, business growth, and workforce upskilling, with a long-term goal of achieving highly automated "lights-off" fulfillment centres.

**Tasks:**

1. **Strategic Workforce Planning:**
   * **Analyze Current State:** Review provided data on current staffing levels and workforce distribution for the departments led by the Group COO, Operation Systems, Operational Excellence, Group Last Mile Director, and Automation.
   * **Develop Workforce Plan:** Create a strategic workforce plan addressing upskilling, expansion, and automation. Include internal talent development, external hiring strategies, and a timeline for implementation.
2. **Retention Strategy:**
   * **Retention Initiatives:** Propose strategies to improve retention, focusing on career development, performance management, and employee recognition. Address the need for a culture transformation towards a more process-oriented and ownership mindset.

**Deliverables:**

* A paper or Google slide presentation on suggested initiatives
* Any supporting documents, charts, or dashboards used in your analysis.
* Submit your case study materials at least one day before the scheduled review meeting.

**Additional Information Provided:**

1. **Current Staffing Data:**
   * Overview of staffing levels and workforce distribution for key departments.
   * Turnover rates.
   * Regretted attrition rates.
   * FTE (Full-Time Equivalent) report.
   * <https://tableau.ext.rohlikgroup.com/#/site/RohlikGroupHR/workbooks/4998/views>
2. **HR Metrics:**
   * eNPS (Employee Net Promoter Score). - to be found enclosed