

EASY  SOFTWARE

**REALISING
HR'S DIGITAL
TRANSFORMATION
AMBITIONS**

INTRODUCTION

You may feel you've heard the term 'digital transformation' discussed a lot in the four years or so during which the term has been in play. You couldn't be blamed for feeling a little IT industry hype fatigue. At the same time, while you may feel slightly jaundiced about the term, no objective observer can admit the trend it describes or the dynamic change and benefits around efficiency the term summarises, aren't real.

Unfortunately, we are not making as much progress as we might have hoped in turning digital transformation from slogan into business reality. A recent global CapGemini survey, for example, confirms making our organisations work at digital speed has turned out to be more complicated than people originally thought. For example, 39% of business leaders today are convinced that their digital capabilities are still only at the same level as they were in 2012 .

A key process that seems to have specific issues in digitally powering up is that of the Human Resources function. To help, we have some practical recommendations for HR leaders to find ways forward here. The document steps through the need for digital HR, the drivers for change and offers insight into modern HR technology, as well as proof points and case studies.

We hope you find these suggestions useful.



DIGITAL HR IS NOT AN OPTION. IT'S A NECESSITY

For a variety of historical and other reasons, one of the facets of modern business that struggles to get fully on-board with tech-driven efficiency and business automation is the human capital management side of the business. While financial, production and other company departments have converted to digital working methods for quite some time, HR is still a laggard when it comes to leveraging digital's power. Indeed, it's true to say that HR departments often bring up the rear in companies when it comes to the level of digitisation.

The key downside is that instead of developing personnel strategy HR practitioners end up being bogged down with administrative and manual tasks, such as searching for and providing documents as well as the management of extremely sensitive employee data.

That's a problem, however, because investment hasn't been made to support what is a complex function, even while the rules around HR compliance are getting increasingly complicated.

Still a paper HR shop?

Then there's the expectations of your users. If your new hires are digital natives and you ask them to work with 10-year old technology, poor online access and no social media, then you face a problem. Millennials expect to be

up and running as soon as they enter into your organisation, and they're going to struggle with paper and not having their questions answered immediately. At the same time, as consumers, we demand the instant answer, so HR is under real pressure to meet a lot of expectations.



An HR Management System may be the answer

There is some good news, however. In the last ten years, HR departments have developed increasingly into service providers, who support the other parts of the organisation. That suggests tremendous opportunity by digitising your personnel management processes now, so as to make a major contribution to the overall digital transformation success of the company.

Yes, but how? Our main guidance is that the HR function needs to go from administrative in focus to digital strategist. What would that look like in practice? It has to be about a single, unified, totally paperless and electronic and properly-structured HR Management System, we believe.

And our customers tell us that, too. A case in point is recruitment, and especially of those digital natives born between 1980 and 1999 who are flooding the job market. They have high expectations for their employers – and as early as the application process. These eager, talented new hires grew up with the Internet and smartphones and so you need to make a good first impression as early as the initial contact.

THE BOOST DIGITAL HR GIVES YOU IN TROUBLED TIMES

There are seismic shifts going on in employment right now, especially in retail. And it's not just the High Street that's under pressure – many venerable brands are coming into play in terms of ownership. As a result, a lot of opportunistic recruitment is taking place in the light of company change, and that's only likely to continue. If HR is not operating electronically, your firm will fail to benefit from this talent windfall, as you're spending too much time onboarding new employees – after all, if you can't mobilise a swift process for getting any new recruit on board and paid quickly, they will move on.

At the other end of the spectrum, in terms of managing redundancy, HR needs to support the business to exit people in a professional way – which could be thousands of staff the way some brands are faring. In order to demonstrate quality and consideration, the managers responsible need as much support as possible from HR, so you need to be there to help. If HR is taking calls about minor issues, things that can be automated, e.g., the sending and receiving of documents, confirmation of engagements, confirmation of transactions etc., then you are unable to focus on supporting the operations of the business. *This gap needs to be filled – and fast.*

WHAT TO LOOK FOR IN A MODERN HR SYSTEM

A HR management system is an efficient solution, which optimally supports the HR department in administrative tasks and automates elementary processes. Processes are linked and made efficient thanks to consistent digitisation of the information and documents and their structured storage in a centralised system.

The result is an appreciable increase in efficiency and reduction of costs in the HR department. The demand to generate structured knowledge from documents is implemented consistently. To achieve these ends, look for a solution that offers a highly responsive user interface and intuitive operation in order to make working with and searching for information as easy as possible.

At the same time, a system that manages standard tasks – such as providing information from the HR management system for managers, or the access for employees to their own management system – needs to be achieved quickly and securely at the touch of a button.

The software also needs to provide a centralised representation of all relevant HR information, while of course – and not just because of GDPR – security is a vital concern, as all of the information and documents which do not belong to individual personnel systems or individual employees will need to be stored securely.

Web-based access is also a must, as a truly digital company offers intuitive, web-based access, while the option for revision-proof archiving of information and documents, as well as for intelligent mechanisms to control the archiving of documents flexibly and on the document type and time, are also highly desirable features. For example, pay and salary statements can be stored in an archive as a print data import and later be addressable in your new digital HR management system. Equally as important: the on and off-boarding management controls, which process all tasks and activities, which arise in the hiring and departure of employees, are an important feature of your modern HR system. These need to be seamlessly integrated onto your console, while a system that can handle managing overall processes subdivided into sub-processes and tasks in accordance with the company's individual requirements, as well as provisioning responsibilities and deadlines, is going to save you a lot of time.



WHAT OUR CUSTOMERS SAY ABOUT DIGITAL HR

Anglian Water: 'creating HR value'

EASY SOFTWARE led the project and supported by Sydoc and ARM Plc collaborated to deliver a polished and successful integrated service.

Richard Norton, HR Services Manager, Anglian Water

The UK's Anglian Water has an electronic platform for its HR Pension records coupled with processes and protocols around their capture, storage and usage. The HR department staff is now deployed to more productive tasks, a Document Disaster Recovery system is now in place, the team reports

improved compliance with employee record storage, while faster retrieval of files, an end to lost personnel documents or misfiling and a big increase in departmental productivity and efficiency, says the company.

The Co-Op: core HR compliance

The electronic environment makes a huge difference to staff productivity and efficiency. HR staff has information at the touch of a button without having to wade through files of paper documents, so time utilisation has improved enormously. We have also taken a retrieval process that used to take hours and reduced it to seconds. From a corporate compliance point of view, meanwhile, our HR documents now contain full audit trails, which can't be deleted nor mislaid a critical position for documents with such high legal value.

Matthew Allen, Business Manager at the Co-Operative Group

The Co-Operative Group is the UK's largest mutual retailer, where group HR looks after files and documents for all 85,000 active employees plus 120,000 leaver information. The Co-Op's HR department application focused on those documents that needed to be stored and retained

for legal reasons – 600,000 documents, each with multiple pages, amounting to over a million pieces of paper. These are very important documents core to group compliance and an audit trail of their management and storage is critical, so digitisation has proven to be a critical step, it confirms.

The Premier League and the HR transfer window

We had achieved our initial goal with all records electronically stored and safe from loss and were already beginning to realise the workflow efficiencies.

Simon Thunder, Head of IT, The Premier League

The Premier League is widely regarded as the elite club competition of world football, and its HR department needs to store a wealth of documents and historical records about its members, staff and players. As one of most significant current and historical document stores, the HR department

was automated with a document management system, plus integrated into the player contract system. The sensitive nature of these documents is such that all scanning is being done internally, and the League expects major on-going efficiency savings as a direct result.

Axel Springer gets digital, fast and legally compliant

Every employee wants a customised reference. However, in the HR team we also have to be faster and more efficient, which is why we wanted to standardise the reference process as much as possible. We solved the problem for SAP HCM with EASY PCM Process2Design.

Ulrike Fuhrmann, Team Leader of HR Administration at Axel Springer Personal service GmbH

From the compilation of the task portfolio to the creation of assessments to the signing of the letters of reference, the HR department at major German publisher Axel Springer manages all its core HR processes as a web-based HR solution.

To keep the whole thing dynamic, the creator of the standard text can add or expand as they like and save the new version as a text template. That way, keeping the individuality of HR references remains easy to do, it confirms, despite standardisation.

HR processes at ProSiebenSat.1: 'digital and permanent'

In comparison to other solutions, the PCM HR software is equally strong in all three areas of forms, documents, and workflows. Thanks to the included business cases on EASY PCM Process2Go®, we were able to start practical operation very quickly.

Andrea Mittelmeier, Head of HR-Systems at ProSiebenSat.1 Media SE

German media group ProSiebenSat.1 offers a variety of training options from trainee programs to practical training to internships. In order to reduce the effort for the HR department and speed up the creation of references for successful

candidates, the company has improved the process with a document management solution, which can also be used for other typical HR tasks, such as placements, changes to work hours, or salary increases, says the firm.

CONCLUSION

The reality is that it's those brands nimble enough to digitally establish themselves and present themselves as a modern employer that will have the edge, as universities put their classes of 2018 onto the market.

You can also clearly offer the supportive and the compliance functions around the HR function without having to worry about the drudgery aspect. And if you've got information held digitally, moving your key people around to where they can have a bigger impact is so much easier, as you can identify what their skill levels are and where their skills can be put to best use.

For these and so many other reasons, digitisation of HR must remain a top priority for CEOs, FDs, Sales Managers and HR teams equally.

So get serious about digital transformation and digitise your HR now! It's without doubt going to be the best way to please your newest colleagues – as well as offering the best basis for getting your HR function up to truly 21st century level speed.



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