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CORPORATE RESEARCH FORUM

POST MEETING REVIEW NOTES
HARNESSING THE HR TECHNOLOGY REVOLUTION

5 March 2019, London

7 March 2019, Amsterdam

HARNESSING THE HR
TECHNOLOGY REVOLUTION

CRF members gathered at Masterclasses in London and Amsterdam to explore recent changes in the HR Technology landscape, the opportunities these changes bring, and the barriers to harnessing these opportunities that HR leaders must contend with.

Research Overview: The Changing World of HR Technology

Geoff Matthews, co-author of CRF's latest research report, *Harnessing the HR Technology Revolution*, kicked things off with an overview of the research.

The HR technology landscape is getting bigger and more complex, with ever more innovations entering the market. Valued at $400 billion globally, today's HR tech market encompasses diverse technologies, including robotics, gamification, blockchain, chatbots, the internet of things, analytics, and software as a service, with many more innovations sure to come.

CRF's report explores the rapid and complex growth of the HR tech market. It identifies key trends, continuing tensions, several opportunities that the HR function may harness, and a few barriers that may prevent HR from realising its opportunities.

Key Trends in HR Technology

- **Technology is at the heart of everything HR does.** HR technology is no longer just an add-on. It is now a critical element of how we deliver services.

- **From on-premise to SaaS.** SaaS (software as a service) solutions are rapidly replacing on-premise ones. SaaS makes integration of software and sharing of data easier; this opens

▶ **INTERVIEW WITH GEOFF MATTHEWS**

the door to using multiple vendors. But risks around data security and privacy must still be handled for data in the cloud, which means HR needs access to the relevant expertise.

- **Mobile-first for HR solutions.** Accessing HR technology on mobile devices has gone from being impractical to being the norm. For multinational organisations, it's important to bear in mind that there are major parts of the world, such as Africa, where wireless communication is the mainstream solution for telecommunications, underlining the importance of taking a mobile-first approach.

- **From self-service to UX as a differentiator.** It's becoming a base expectation that an HR technology will be mobile, have a consumer-grade user-experience, have built-in analytics and self-service. HR leaders need staff who can distinguish between interfaces that are pretty and those that are genuinely easy to use.

- **Analytics – from insight to proactive guidance.** Analytics, whether embedded in larger systems or in standalone apps, are an integral part of today's HR technologies. They are growing more sophisticated all the time, and can deliver transformational insights to the business. Increasingly, analytics will provide intelligence and prescriptive advice to businesses.

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- **There has been an explosion in the apps available.** This has implications for HR's ability to control what users are doing; HR leaders will have to rethink their approach to managing the use of HR technologies.

- **Organisational size is no longer a differentiator for HR tech.** Affordable, effective HR tech is levelling the playing field; it is no longer necessarily the case that the largest organisations automatically have the advantage.

Continuing Tensions

The changes in the HR technology landscape have not eliminated the basic tensions in HR's relationship with technology. HR leaders will still need to consider, for example, the trade-offs between using integrated platforms and best-of-breed solutions, and between standardising and customising processes and employee experiences. They will have to manage the imperative of getting the basics right while also adopting new value-added solutions. One of the most challenging issues will be how to balance control of technology against innovation, as employees, teams, and functions may increasingly experiment with and/or adopt innovative apps and other technologies on an ad-hoc basis.

CRF MEMBERS ASK...

Q There is a lot of talk about good ideas and solutions, but what about objectives and linking to business benefits?

A *Yes, it's imperative to start with the business need. For example, implementing an HRIS system can drive efficiency and reduce costs (so there is a business case), or can increase the agility of the organisation thus freeing up capabilities (another business case).*

Opportunities

Despite the tensions noted above, new HR technologies offer the HR function many important opportunities. The new technologies, if selected and deployed effectively, may provide more cost-effective HR support. They

may lead to smarter people-related decisions. They might allow enhanced personalisation to meet individual needs and more agile solutions (for example, through new apps). These gains in efficiency, effectiveness, and agility could ultimately lead to a redesigned HR function that is much closer to the business.

Barriers

To realise the potential of new HR technologies, the HR function must be aware of potential barriers.

- **HR technology never solves anything.** Technology on its own will not solve a pain point; it always needs to be implemented as one part of a broader change initiative.

- **No one is starting from a clean slate.** It is possible to go from a mess of different systems and processes to a better unified system; however, it takes discipline, constancy of purpose and expertise.

- **Data quality is poor and there is no easy fix.** We may have to live with poorer data quality longer than we would like; we must learn how to get the best from the data we have.

- **Implementation and change management capabilities often fall short.** Shortcuts in implementation and change management often lead to lingering problems and excess costs. Good leadership, stakeholder buy-in, testing, and user training are crucial.

- **Regulation, privacy, and security issues have become pressing.** Issues around security are complex, and society's views on what information needs to be private and how to keep it that way are in flux.

Finally, Geoff discussed what all this means for HR leaders.

- **Technology can no longer be handed off to the IT function.** HR must take control, and actively manage stakeholder relationships. These tasks cannot simply be delegated.

- **It's critical to keep connected to what's new and happening outside.** Checking in on a regular basis with developments in HR tech (and technology in general) is imperative.

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- **HR leaders must balance change and continuity, especially when it comes to UX.** It's important to get the pacing right, adopting neither too quickly nor too slowly for users.

- **It's important to make sure users have the context to use technology wisely.** Skills, policies, principles, and information about how to use new technologies should be robust; HR leaders should beware the danger of technology enabling bad decisions to be taken very efficiently.

- **HR will increasingly need to focus on creating differentiated EX to attract talent.** This is particularly true for attracting younger workers.

- **Reshaping and upskilling the HR function is a major imperative.** HR should have its eye on the skillsets needed for future success; reconfiguring for the future is complicated by the pace of change and uncertainty in the business environment.

- **HR will need to learn how to leverage data to deliver powerful insights with business impact.** HR has access to much more data than before, but to extract value and make a major difference to the organisation, HR must know how to extract key insights from this data.

A.I. in HR: What, Why, Where, When, and How

Dr. Nigel Guenole, Director of Research at Goldsmiths, University of London, led a discussion of artificial intelligence and its utility to HR.

What is AI?

Defining AI can be tricky, with some definitions too broad and others too narrow. A definition of AI for HR is:

Computer systems that augment human intelligence using techniques like machine learning and natural language processing.

AI HR systems get better at processes they were designed for by learning from data sets and summarising outcomes of past decisions.

CRF MEMBERS ASK...

Q Are there any quick wins that the HR function can do to demonstrate HR tech is the right, beneficial path for the business?

A *Demonstrate how it's going to benefit the business, and be very well-structured with respect to how you will implement it. This will build confidence that you know what you're doing. Be sure you understand what the business wants in the first place, and do small things – enhancements, upgrades, pilots – to demonstrate you can do it right and thus build credibility. Be sure to contextualise the change, and make sure people can use the technology intelligently.*

Q Are you seeing any big trends in learning technologies?

A *Peer learning is a big trend. For example, subject areas are creating their own videos and other content to demonstrate skills. But this raises questions about who owns the content, and how to quality-manage it.*

Why do we need AI in HR?

AI can provide several benefits to HR. Deployed effectively, AI can:

- Solve business problems in disrupted environments

- Secure the right skills when skills rapidly become obsolete

- Provide experiences matching Amazon or Netflix

- Offer decision support in the work flow in real time

- Demonstrate strong accountability for HR budgets.

Where is AI being applied in HR?

AI is already being applied across a broad range of HR activities.

- **Attraction.** AI is enabling improved candidate experiences and quicker, better candidate matching. For example, AI is helping candidates by answering questions via

chatbot, providing insights into company culture, and making efficient, tailored job recommendations.

- **Hiring.** AI is improving efforts at efficient, bias-free hiring. It is helping recruiters with requisition prioritisation (for example, identifying what positions will take a long time to fill). It is improving candidate scoring (to predict how candidates will do on the job). It can conduct adverse impact analyses (to help monitor adverse impacts on minority groups). It is enabling social listening (it can assess aggregate sentiment from social media, and others, so that you know what people are saying).

- **Engagement.** AI is enhancing employee engagement and experience. It can help managers by providing talent alerts for early intervention (e.g. flight risks) and engagement analysis (e.g. analysis of content and tone to identify issues, positive or negative). AI is not a replacement for but an enabler of discussions, leading to better focused discussions.

- **Compensation planning.** AI is helping managers save time and improve pay decisions (e.g. by taking account of scarcity of skills and salary versus market rate to better target bonuses). Managers can override AI decisions, and the system will learn.

- **Development.** AI is helping employees develop by providing personalised, sophisticated, 'always-on' learning. This can also help employees gain priority skills more quickly.

Five steps to start your 'AI in HR' journey

1. **Start with a business case.** Identify the business problem, specify the minimum viable product (MVP), and build with the data you have, iterating quickly. Organisations sometimes use subject matter expert estimates of data to start the system off, and then replace with real live data as it comes in.

2. **Decide to buy or build.** Leverage support of experienced professionals. Bring users into the design process. Regardless of whether you buy or build, leverage the cloud. Try to learn from what others have done – but this depends on the specificity of your organisation's needs.

3. **Identify the skills you have and need.** This depends in part on whether you buy or build – do you need implementation skills or development skills? Ensure you have HR domain expertise on the team as well as technical know-how (HR data is very different to the types of data engineers/IT are used to dealing with!). Include strong analytics skills and technical curiosity. Don't be afraid to ask how things work, and insist on explanations in plain language.

4. **Implement an MVP.** Most operate on a self-funding model, in which savings should offset initial costs. Remember that the faster you deploy your MVP, the sooner you can improve. Gather feedback, iterate, and improve. Irrespective of complexity, you should be able to show benefits within 6 to 12 months.

5. **Enterprise roll out.** Use the ROI method to decide on expansion (define outcome(s) and business and HR metrics for this outcome BEFORE implementation). Develop a business case tied to revenue increases or cost savings, not soft outcomes. Use design thinking and agile working to scale quickly.

CRF MEMBERS ASK...

Q How do people go about making complex HR tech procurements?

A *It's often led by HR – the bigger the solution, the bigger the process typically. The more stakeholders you can get involved the better, and the relationship between HR and Finance is especially critical. These functions really need to be working in lockstep. Also keep governance front of mind – who can make the decisions? What's the process? It's critical to define this up front.*

Human Resources, Artificial Intelligence, and Bias

In his second session, Nigel discussed bias and how we address it in the age of AI. Bias is one of the biggest potential pitfalls in AI. The critical issue with bias in AI is that AI allows decisions to be made at remarkable speed and vast scale, thus heightening the need to systematically tackle bias. The good news is that approaches to addressing bias already exist.

What do we mean by bias in AI?

Bias is when *equally capable* individuals receive different work-related opportunities because of their *group membership*.

There is a tension between lay perspectives on bias and psychological science. In the media and in the machine learning community, fairness – a social judgment – is often used interchangeably with bias, a technical issue. Because fairness is a social judgment, you will not 'fix' claims and beliefs about fairness with algorithms or statistics alone. You will fix it by engaging with affected groups, which is why stakeholder engagement is so critical.

How do we address bias in the age of AI?

There is a tension between psychologists' approach to bias and the machine learning community's approach. They are different disciplines, with different strategies. Psychologists want to accurately measure people's skills, so they build tests to minimise *bias*. The machine learning community focuses on eliminating *impact* (which they call bias) directly in their algorithms. This is further complicated by differences in the types of data HR works with (messy, 'grey', error-prone) and the types of data the machine learning community is used to working with (clean, 'black and white'). Machine learning data scientists and psychologists will thus have very different approaches to minimising the impact of bias. It is therefore critical that HR experts, psychologists, and data scientists work collaboratively when building AI-driven technology solutions.

CASE STUDY: BUPA

DIGITAL TRANSFORMATION 'TURNING DIGITAL INSIDE OUT'

Bupa's Chief People Officer, Nigel Sullivan, discussed Bupa's journey to being digital, inside and out. Bupa, an international healthcare group, has 27.4 million customers and employees more than 70,000 people.

Bupa's journey began with an imperative to become digital on the outside. They are now providing their customers with a simple and standard user experience and services they need and want to consume digitally (such as online appointments, personal health records, video consulting, wearables, and so on).

But this brought a further challenge – to be digital on the inside as well. This means providing their people with a simple and standard user experience and services they need and want to consume digitally (such as applying for jobs, completing training, setting goals and giving feedback, and so on).

Nigel discussed a few examples of Bupa's digital transformation journey with HR technologies including GLINT and Workday, giving us six key takeaways from their experience:

1. Technology needs to serve a **purpose**... but cannot be avoided.
2. **Human centred** design trumps a solution looking for a problem every time.
3. **Change management, communications,** and **data integrity** are just as important as the solution.
4. Organisational **boundaries are blurring**... solution boundaries are too.
5. Our people's maturing expectations of **user experience** need to be met and exceeded.
6. Getting fit for this (unavoidable) future is **key for HR.**

Digital has become the most common enabler of Bupa's larger people strategy. Importantly, digital frees HR up to work on higher-level, strategic issues rather than administrative issues. Embedding digital is also future-proofing Bupa's organisation structure. Constant change has become the new normal, so continuous improvement and monthly innovation are regular practice now.

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CRF MEMBERS ASK...

Q **At my organisation, interest in improving our data waxes and wanes. How can we keep the organisation's sustained interest on this issue?**

A *It's crucial to actually put someone in charge of creating or collecting, cleaning, and assessing data. This person should have a clear brief. You should also explain to applicants why you need data, and should be growing your expertise in the area generally.*

Q **Do the new technologies only or mostly apply to early career candidates?**

A *No, there are lots of niche tools targeting particular sub-populations, in addition to the larger generic piece. Both kinds of tools, addressing the needs of both types of audiences, are popular.*

Q **Career paths are very nonlinear today. How are learning technologies responding to that non-linearity?**

A *There is greater opportunity to embed that kind of information – career information – into the technology itself; this enables career self-reliance. But this practice is limited by decisions about how much information you put out there, and that information's obsolescence in a time of quick change.*

De-risking the HR Technology Revolution

Margaret Ruiseal, Partner at Mercer, discussed the risks in navigating the HR technology revolution, and strategies for de-risking the journey.

Implementations of human capital management systems are complex and risky. They involve sensitive data that must be accurately handled, and often roll out in phases, requiring commitment and ongoing training.

Deployments are often considered a success if they are on-budget and on-time. However, even when projects meet these criteria, surveys show that more than 85% of them fail because of ineffective change management. This is because, although the HCM system and processes have changed, the people using

them have not. If end-users don't buy in or have the appropriate skills to use a new system, the deployment will likely fail.

Successfully navigating this risk requires three areas of focus:

1. **De-risk at the start.** This is mainly achieved by ensuring leadership alignment, engagement and sponsorship, and that key stakeholder needs are met. But it is also critical to ensure that the readiness work – addressing process standardisation, structures, data governance – is complete before implementation starts Throughout, a well-trained, highly effective internal team will be required to balance any external resources.

2. **Focus on user adoption.** A clearly defined and executed change strategy is necessary to drive engagement and commitment to the new ways of working. Throughout the design, laser-sharp focus on employee needs and the employee experience makes a difference between cumbersome processes and agile flows that transform the user experience. Measurement of engagement levels enables you to adapt and course-correct the change plan to ensure adoption is achieved.

3. **Then embed.** Implementation of an HRIS will transform the relationship between the business and HR. HR needs to be geared up to deliver in a new way, with new skills required to interpret analytics and to work more strategically with the business.

Navigating the Noise in the Technology World

Pag Miles, Global Head of Partnerships, Alexander Mann Solutions, shared his experiences and insights navigating the HR technology landscape.

Pag began with several observations about the 'noise' in the HR technology market.

1. New players are constantly entering the market, and the volume of new data points is increasingly accordingly. Furthermore, market players are constantly renaming, acquiring, merging, and so on, to further confuse things.

2. Terminology is proliferating (AI, machine learning, cognitive computing, and so on), so there are a lot of buzzwords and confusion about their meaning.

3. There is a shift from standalone solutions to platforms. It is no longer good enough for vendors to just do one thing (unless they are particularly brilliant at it). But there is also a proliferation of solutions, leading to employee overload and in some cases knock-on negative effects for productivity.

4. There is an increasing focus on total talent – agile talent pools where workers own their own data, talent is embraced wherever it is found, and lines are blurred between contractors and employees. Existing people systems are often inflexible, with limited visibility of skills and capabilities available in the business; they are siloed, expensive, and slow.

Pag then shared some advice for what to look for when assessing HR technology.

- **Experience** – Look for personalisation capabilities, high-quality content, sharp, intuitive features and an inclusive experience. Don't jump on a bandwagon – it's about providing the right experience at the right time.

- **Speed to value** – Speed to deployment is increasing. For example, in some cases piloting has moved from months to weeks to days. Look for flexible, agile solutions.

- **Market demand** – Chatbots, predictive analytics, and cognitive computing are currently trending, but this also depends on the client and market. Some talent categories are more mature than others. It's critical to keep up-to-date with what's happening in the market.

- **Data** – There are massive flows of data now. The focus should be on what is being captured and how it will be used. Make sure you are in compliance with regulations, and take actions based on your data insights.

- **Integration** – Look carefully at your options, and at the experience and accreditation of potential partners. How does integration work? What is the user interface like? Is there enough data and what is the data flow? What

is the impact of the new technology on systems that sit nearby?

- **Degree of risk** (should be low risk) – This is a technical assessment. It is difficult to assess, should be in line with regulations, and should take into account the impact of acquisitions, hosting locations, and produce end-of-life.

CASE STUDY: ASTRAZENECA
DRIVING HR IN THE DIGITAL WORLD

AstraZeneca, a global, science-led biopharmaceutical company with 64,600 employees, has been transforming as a business, and, in parallel, undertaking a wholesale transformation of its HR function. Mike Taylor, VP, HR Services & HR Transformation Lead, talked us through their journey.

In 2014, AstraZeneca's HR systems were disparate, localised, and unintuitive. Payroll was not always accurate, there was a reliance on manual processes, and there was high demand on business partners (BPs) for general queries. To provide BPs with the opportunity to be more strategic, the transformation programme sought to define clear roles and responsibilities, deploy user-friendly technology platforms, develop an efficient and effective HR Operating Model, and build consistent, simple processes.

During the transformation, AstraZeneca replaced their HR technology platforms and took the opportunity to move closer to a digital future, using cloud solutions and harnessing data to enable better decision making. But the transformation was not without its challenges. Failure to listen enough to the needs and requirements of the business led to picking the wrong technology partner initially. Collaborative relationships with IT and Finance had to be greatly improved. Early piloting, acceptance of failure, and perseverance were key.

Overall the programme has delivered an uplift in HR quality, while reducing spend. Global average payroll accuracy is 99.72%, global customer satisfaction stands at 96.4%, and the programme has provided annual savings of $11.5 million over payroll, service, and time.

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KEY TAKEAWAYS

1		Be clear about your goals and how they add value to the business
2		Ensure buy-in from key stakeholders
3		Avoid analysis-paralysis but experiment and pilot more often
4		Build in EX from the start, not as an afterthought
5		Get the basics — especially data — right
6		Don't skimp on governance and change management
7		Watch out for issues around privacy, security and compliance
8		Ensure effective collaboration with other functions, e.g. Finance
9		Foster stronger partnerships with vendors
10		Keep close to tech trends and keep in mind how they might impact your plans
11		Beware of unintended consequences
12		Pay attention to the impact of technology for HR itself

THE SPEAKERS
HARNESSING THE HR TECHNOLOGY REVOLUTION

DR. NIGEL GUENOLE

Dr. Nigel Guenole is Director of Research at Goldsmiths, University of London, where he teaches courses on leadership, talent acquisition, and statistical modelling. He is also an executive consultant at IBM where his work focuses on developing artificial intelligence applications for human resources. Nigel has published extensively in leading scientific journals, as well as in the popular press including *Harvard Business Review* and *The Sunday Times*.

GEOFF MATTHEWS

Geoffrey Matthews is a researcher, consultant and coach with an extensive background in reward, OD and strategic HR. He has held senior HR management positions in several leading companies including HP, Merck, Nestlé and Roche, and has considerable experience in driving transformational change. A frequent writer, speaker and lecturer, Geoff is co-author of *Engaged: Unleashing Your Organization's Potential Through Employee Engagement,* which was shortlisted for the CMI Management Book of the Year Award.

PAG MILES

Pag Miles is the Global Head of Alexander Mann Solutions' Partnership network, the Hive. He has been in the Human Capital Technology arena for over 16 years, working on various projects across the entire employee life cycle. Previously, Pag worked at IBM as the Worldwide Sales Leader for Watson Talent Analytics, helping organisations internationally on their people analytics journey. After IBM Pag was the Human Capital Technology Lead at Deloitte, working with technologies that use AI and machine learning.

MARGARET RUISEAL

Margaret Ruiseal leads the European HR Transformation practice at Mercer. With over 20 years' experience, Margaret possesses a sustained record of leading and implementing major global and international change programmes. She joined Mercer from Barclays where she was responsible for the design and implementation of the change management strategy and plan for the HR Transformation programme globally.

NIGEL SULLIVAN

Nigel Sullivan is Chief People Officer at Bupa. As a member of the Executive Team, Nigel leads the transformation of People Functions including all aspects of payroll, operations, recruitment, talent, OD, engagement, training and development. Prior to joining Bupa, Nigel was Group Human Resources Director for TalkTalk. He started his career in HR at Rover Group and subsequently held senior HR positions at Nortel Networks, Marconi and Wincanton plc.

MIKE TAYLOR

Mike Taylor is VP HR Services and HR Transformation Lead at AstraZeneca and responsible for Global HR Services, serving 60,000 employees. He previously worked in HR roles for BMW, Hewlett Packard and Vodafone, and has held positions spanning the HR function, including Learning and Development, Talent Acquisition, Business Partnering and HR Services, as well as leading Global HR Transformation Programmes.

FURTHER READING
HARNESSING THE HR TECHNOLOGY REVOLUTION

BOOKS

Engaged: Unleashing Your Organization's Potential Through Employee Engagement, Geoffrey Matthews and Linda Holbeche, *John Wiley & Sons,* 2012.

The Power of People: Learn How Successful Organizations Use Workforce Analytics to Improve Business Performance, Nigel Guenole, Jonathan Ferrar, and Sheri Feinzig, Pearson, 2017.

WEB

Developing Commercial Acumen for the HR Function (CRF Speed Read)
https://www.crforum.co.uk/research-and-resources/speed-read-developing-commercial-acumen-for-hr-function/

Harnessing the HR Technology Revolution (CRF Research Report)
https://www.crforum.co.uk/research-and-resources/harnessing-the-hr-technology-revolution/

Harnessing the HR Technology Revolution (CRF Executive Summary)
https://www.crforum.co.uk/research-and-resources/executive-summary-harnessing-the-hr-technology-revolution/

Harnessing the HR Technology Revolution (CRF Speed Read)
https://www.crforum.co.uk/research-and-resources/speed-read-harnessing-the-hr-technology-revolution/

Learning – The Foundation for Agility and Sustainable Performance (CRF Research Report)
https://www.crforum.co.uk/research-and-resources/learning-foundation-agility-sustainable-performance/

Resourcing – How HR's Core Competence is Evolving (CRF Research Report)
https://www.crforum.co.uk/research-and-resources/resourcing-how-hrs-core-competence-is-evolving/

The Strategic HR Leader's Essentials: A CRF Toolkit
https://indd.adobe.com/view/f31045df-306b-4e3e-a7b3-98c9450b0906

Strategic Workforce Analytics (CRF Research Report)
https://www.crforum.co.uk/research-and-resources/research-report-strategic-workforce-analytics/

Strategic Workforce Analytics (CRF Case Notes Compendium)
https://www.crforum.co.uk/research-and-resources/case-notes-compendium-strategic-workforce-analytics/

Strategic Workforce Analytics (CRF Speed Read)
https://www.crforum.co.uk/research-and-resources/speed-read-strategic-workforce-analytics/

WEBINARS/PODCASTS

Data-driven Resourcing: What is the Future of Recruitment?
https://crf.wavecast.io/live-webinars/data-driven-resourcing-what-is-the-future-of-recruitment

HR Analytics: Does the Reality Live Up to the Hype?
https://crf.wavecast.io/live-webinars/hr-analytics-does-the-reality-live-up-to-the-hype

Transforming the Learning Function
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NEXT CRF EVENT

DIGITAL DISRUPTION – EXPLORING THE IMPLICATIONS FOR LEADERS AND LEADERSHIP DEVELOPMENT

Featuring our latest research report, *Digital Disruption – Exploring the Implications for Leaders and Leadership Development,* this masterclass will take place in two separate locations:

LONDON

WEDNESDAY 3 APRIL

15.00 – 18.00

The Grand Connaught Rooms
61-65 Great Queen Street
London
WC2B 5DA

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LAUSANNE

FRIDAY 5 APRIL

9.00 – 15.00

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Thank you for attending CRF's event – *Harnessing the HR Technology Revolution*. We hope that you enjoyed the event and found it to be useful.

We would sincerely appreciate any feedback you can give us regarding the organisation, running and content of the event.

This survey should take no longer than 5 minutes to complete. We really appreciate your time and will actively use your suggestions to improve future sessions.

Thank you, and we look forward to welcoming you to the next CRF event.

The Corporate Research Forum Team

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	1	2	3	4	5	6	7	8	9	10
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2. Was the content of the session helpful for you and your organisation? And what did you get out of the day?

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4. Can we contact you in the future or use the information provided here for marketing purposes?

Yes   No

Thank you.

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