The Changing World of HR Technology

CRF Masterclasses:

London 5 March, **Amsterdam** 7 March

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Some key figures…..

	The good news…	**…and the bad**
	$400 billion	43%
	26 million	34%
	57%	<20%

…and HR tech is getting bigger and more complex

Figure 12: Talent Acquisition Technology Ecosystem

Source: © Talent Tech Labs. Used with permission.

…with more and more innovations

- SaaS
- Analytics
- Gamification
- Robotics
- Chatbots
- Blockchain
- VR
- IoT
- and more to come…
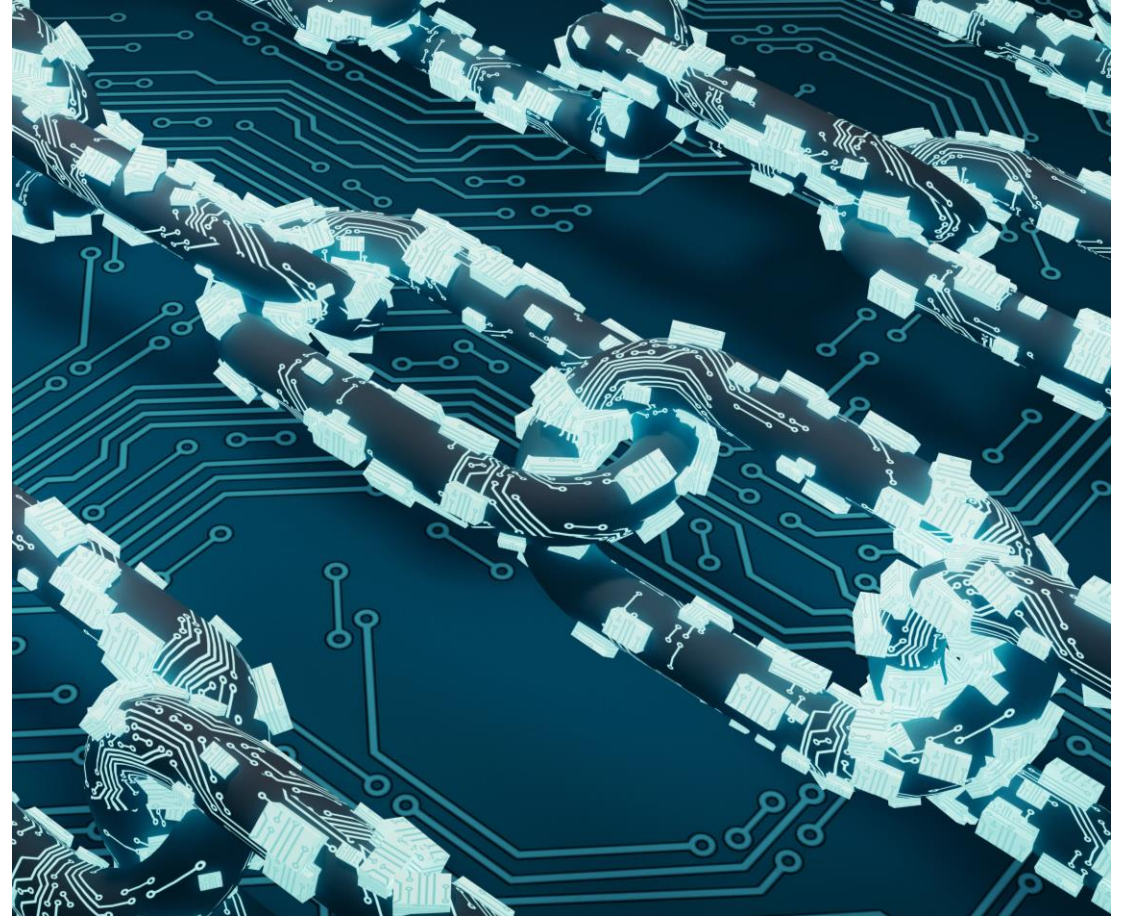
…which raises some key questions

- How do you keep on top of this wave of change?

- Where can this deliver business advantage?

- Can this create a more compelling EX?

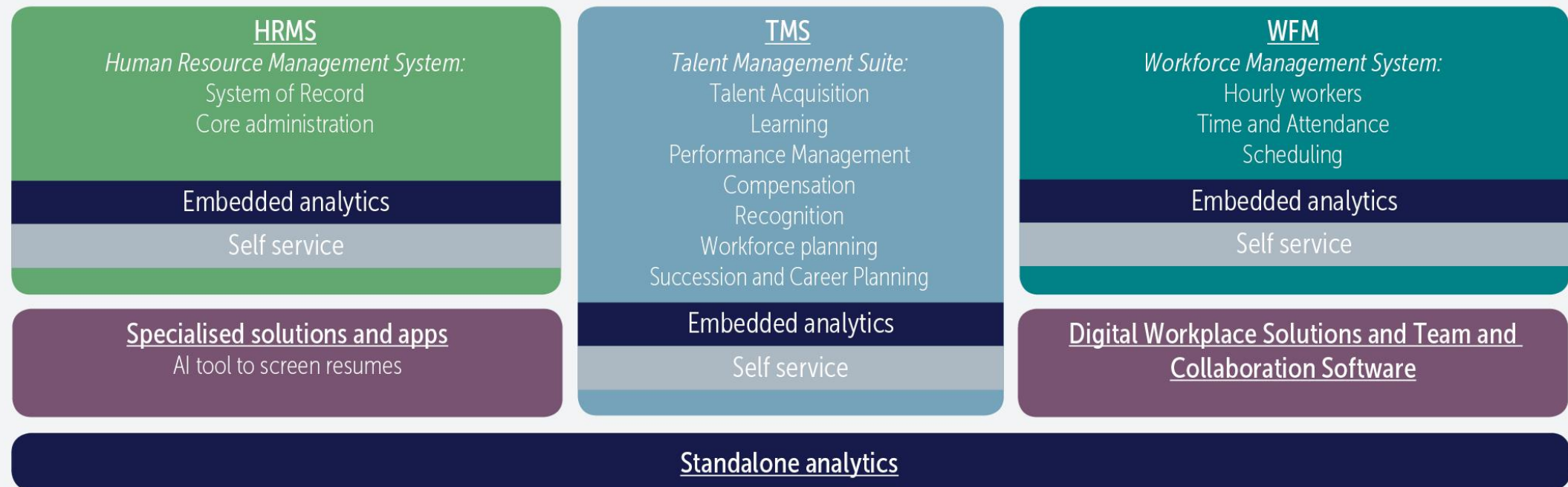- How can you avoid the many potential downside risks?

What does it all mean – and where do I start?

CRF's Report

- Explores the pervasive effect technology now has on all of HR

- Helps you make sense of what's at stake

- Enables you in becoming more savvy in navigating these challenges

- Gives advice to help define your own roadmap for the future

What's the landscape?

Figure 1: The overall landscape of HR technology

HRMS	TMS	WFM
HRMS *Human Resource Management System:* System of Record Core administration	**TMS** *Talent Management Suite:* Talent Acquisition Learning Performance Management Compensation Recognition Workforce planning Succession and Career Planning	**WFM** *Workforce Management System:* Hourly workers Time and Attendance Scheduling
Embedded analytics		Embedded analytics
Self service		Self service
	Embedded analytics	
	Self service	
Specialised solutions and apps AI tool to screen resumes		**Digital Workplace Solutions and Team and Collaboration Software**

Standalone analytics

Source: © Corporate Research Forum (CRF) and Performance and Reward Centre (PARC)

Some overall key trends

- Technology at the heart of everything HR does

- From on-premise to SaaS

- Mobile-first for HR solutions

- From self-service to UX as a differentiator

- Analytics – from insight to proactive guidance

- Explosion of apps available

- Organisational size no longer a differentiator for HR tech

…and some continuing tensions

- Getting the basics right vs new value-add solutions

- Best of breed vs integrated platforms

- Standardisation vs customization

- Control vs innovation

The opportunities ahead

- Providing more cost-effective HR support

- Smarter people-related decisions through technology

- Personalisation to meet individual needs

- More agile solutions through new apps

- A redesigned HR function closer to the business

5 reality checks

- HR technology never solves anything

- No one is starting from a clean slate

- Data quality is poor and there is no easy fix

- Implementation and change management capabilities often fall short

- Regulation, privacy and security issues have become pressing

8 possible forces affecting the future

1 HR tech absorbed into digital strategy

2 Workers are not employees

3 Tech vendors become the experts on HR

4 Individuals or teams, not HR, own tech

Changing relations with stakeholders outside of HR generate unexpected dynamics

5 Constant downsizing of HR

6 Transparency is an opportunity and a problem

Contextual factors are as important as technology

7 Platforms supplant suites

8 New tech eclipses what we know

Revolutions within technology change everything

Source: © Corporate Research Forum (CRF) and Performance and Reward Centre (PARC)

What it means for HR leaders

- Technology can no longer be handed off to the IT function

- Keep connected to what's new and happening outside

- Balance change and continuity, especially when it comes to UX

- Make sure users have the context to use technology wisely

- Create a differentiated EX to attract talents

- Reshape and upskill the HR function

- Leverage data to deliver powerful insights with business impact
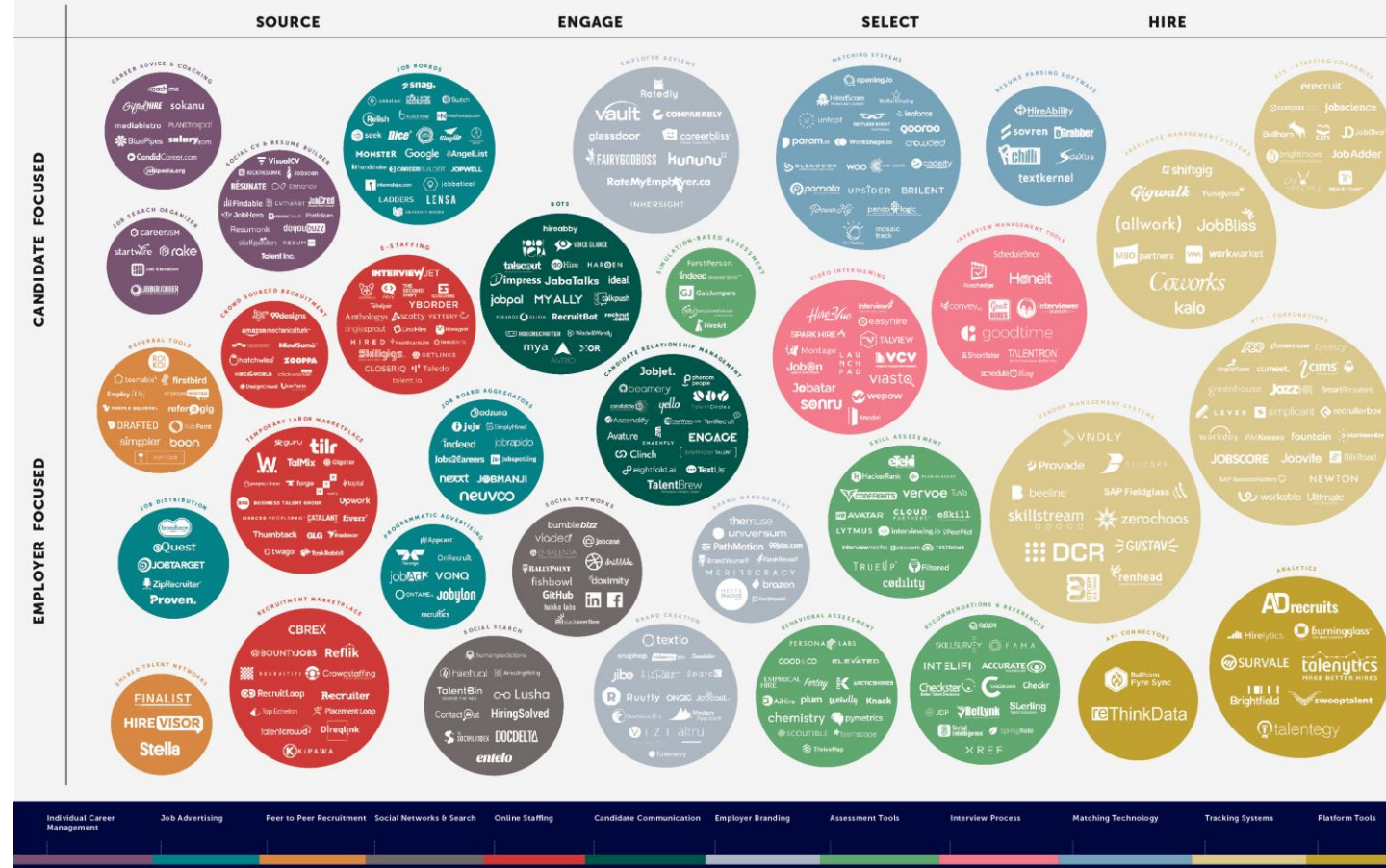
Talent Management Technology

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The talent acquisition landscape

Figure 12: Talent Acquisition Technology Ecosystem

Source: © Talent Tech Labs. Used with permission.

A key shift in talent acquisition

from 'pull'

- 'post and pray'

- focus on attraction

- reliance on advertising

- dependency on active jobseekers

- workload of screening

- slow and labour-intensive
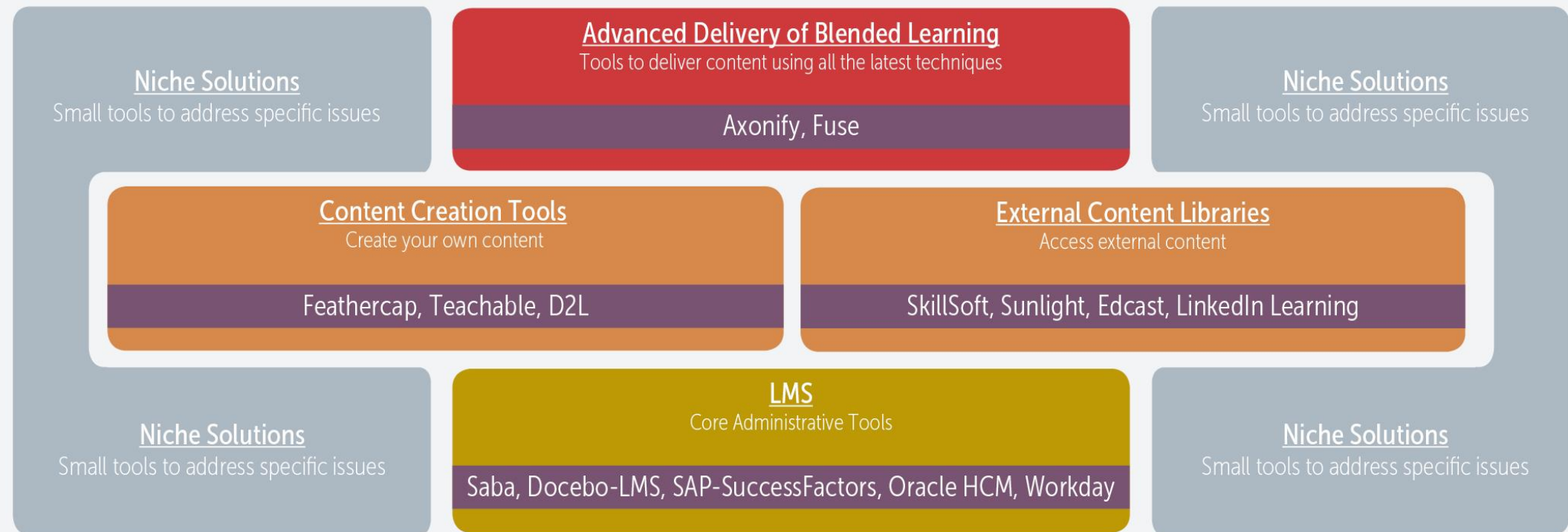
to 'proactive'

- targeted talent 'hunting'

- focus on market analysis

- reliance on pools of candidate data

- greater 'reach' including to freelance talent

- cultivation of external communities

Challenges – talent acquisition

- Getting clarity about which talent segments matter the most

- Joining up internal vs external sourcing

- How to address the on-demand workforce?

- Getting beyond legacy ATS platforms/processes

- Clarity about the role of the hiring manager

- Creating a differentiated approach for critical talent groups

- Delivering a customer-grade UX through to onboarding

- Upskilling HR to harness the power of direct sourcing

- Handling the external online perception of the employer brand

The learning technology landscape

Figure 18: The overall landscape of learning technology

Niche Solutions
Small tools to address specific issues

Advanced Delivery of Blended Learning
Tools to deliver content using all the latest techniques

Axonify, Fuse

Niche Solutions
Small tools to address specific issues

Content Creation Tools
Create your own content

Feathercap, Teachable, D2L

External Content Libraries
Access external content

SkillSoft, Sunlight, Edcast, LinkedIn Learning

Niche Solutions
Small tools to address specific issues

LMS
Core Administrative Tools

Saba, Docebo-LMS, SAP-SuccessFactors, Oracle HCM, Workday

Niche Solutions
Small tools to address specific issues

Source: © Corporate Research Forum

The changing world of learning (1)

Technology provides a vast range of new learning opportunities, e.g.

- Microlearning
- Social or peer learning
- More interactive instructional learning
- Gamification
- MOOCs
- Voice-activated technology

The changing world of learning (2)

This means a major shift in future…

from create

- content mostly produced and delivered by HR

- training more 'pushed' and may be rationed (e.g. training calendars)

- strong reliance on classroom delivery

to curate

- guiding people to the best solutions available

- encouraging more on-demand continuous learning

- higher use of video/online

- focus on what increases learning effectiveness

Challenges – learning and development

- Improving efficiency e.g. tracking and reporting of training

- Ensuring quality of insourced solutions

- Reaching 'deskless' workers

- Redesigning L&D teams for the new paradigm

Final conclusions

12 tips to take away

1. Be clear about your goals and how it adds value to the business

2. Ensure buy in from key stakeholders

3. Avoid analysis-paralysis but experiment and pilot more

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 how they may impact your plans

11. Beware of unintended consequences

12. Pay attention to the impact of technology for HR itself