

## Chapter 1 : HR Technology Consulting | HR Strategies Consulting

*The future of HR will be built on a foundation of social, mobile, analytics, and cloud technologies. Effectively using these technologies to transform into a digital enterprise requires a clear HR technology roadmap and a strong Human Capital strategy. HR Technology Strategy is a critical.*

How do you draft a decision making framework for procurement and rollout? There are structural changes, competition, pressure for growth and shareholder return on investment. There is also the technology itself. Forever evolving, it offers unprecedented connectivity, automation and business insight. Make no mistake, rapid change is here to stay, and a successful technology platform depends on your ability to respond and adapt to that change. This makes a well thought out strategy critical in successfully delivering effective and efficient HR technology. In short, you need a plan, global in scope, and somewhat future-proof, linking process, people and technology with year-by-year time and cost estimates. There are several steps to developing a successful technology strategy. Using a framework similar to a business case, start by identifying what HR processes are required, for whom and at what transactional cost. Once these are identified, you can define the requirements in terms of workflows, roles, business rules and reports for each HR process. You also need to consider the workplace of the future. Characterised by real time connectivity and extreme mobility, you will probably employ a more diverse demographic, living longer, working longer and more concerned with social responsibility, continual learning and social networking. To make it even more challenging, they will be intolerant of rigid hierarchy and more interested in working on diverse, cross functional teams, at their pace. Next, look at your existing IT infrastructure in terms of system and integration requirements, and incorporate these into the plan. This will ensure all parties understand the technical strategies and direction. With this in mind, develop a shared vision and requirements document, between finance, IT and HR, with prioritised deliverables. Using this document, perform a gap analysis against existing technologies and vendor products. A detailed analysis in the requirements gathering phase will make selection a simpler and more organic process. To ensure finance buy-in, perform a cost benefits analysis of the system or systems, with rationale, for prioritised spend and workload. The next step is to assess the impact of the strategy on the roles and responsibilities of managers and employees. You will need answers to questions such as: What job and role changes will be required? Finally, once the strategy has been adjusted and accepted by management, distribute it to all affected parties for their comments and feedback. You now have a solid framework for decision-making and setting priorities on technology acquisition and roll out. Naturally, there will be some organisational challenges along the way. To assist with these, maintain visibility and continually update management and user base of progress and implications of change. To be successful, HR needs to own the strategy and work collaboratively with IT and finance, to enable the strategy. For further information visit [www.](http://www.)

*A successful HR technology strategy should be aligned to the needs of the business, agile, focused on strategic enablement rather than just efficiency and effectiveness, and should be owned by HR (in partnership with IT).*

Read on for insights into refining your HR Technology strategy, and avoiding common onboarding, offboarding and employment mistakes. Tell us a little about Samanage. What role does Samanage play in the HR Tech space? It provides employees with a single destination for all HR-related services to give them a modern experience that increases service quality, while automating service operations. Samanage utilizes AI-powered technologies, including machine learning, that empower organizations to roll multiple services into one platform, across multiple departments, in a smart, seamless, and meaningful way. With Samanage, we see the frustration level of employees go down. Samanage removes the silos and provides everyone in the organization with one integrated system and seamless processes, which helps companies increase both talent acquisition and retention – even among the largest distributed workforces. What are some of the biggest challenges that CHROs face? How can technology assist them in surmounting these challenges? Managing and responding to hundreds of employee requests can be a difficult task, depending on the size of the organization and the HR department. However, more often than not, HR departments rely on a combination of spreadsheets, phone calls and emails to support incoming requests and needs, which creates a less than optimal employee service experience. By consolidating all HR related services within one service platform for all of your employees, HR can optimize how service requests are routed to deliver value for every employee and proactively pinpoint areas that need attention and remove process bottlenecks. Communication between the HR and employees is a key aspect of employee engagement and employee empowerment in any organization. What are the crucial factors that can turn an employee interaction with HR into a delightful two-way conversation? Employees want to easily submit tickets or requests, whether technology-related or otherwise, when and how they are needed. By utilizing automation technology on a single-platform, HR departments can create a streamlined approach that accelerates communication and problem solving to leave employees more satisfied and valued. Many employees complain about their service requests getting stuck in the HR bottleneck. It is especially exhausting to follow up with the HR team during times of a personal emergency. How can CHROs resolve this? Is there a plan of action they can follow to ease their way out of this scenario? When an employee is having a personal crisis or emergency, pick up the phone and assist the employee as quickly as possible. That action will go a long way with the employee and take away any bottleneck in your process. Hopefully these urgent issues are occasional. If not, you might take a look at your escalation points and ensure proper training for your HR staff. Having well-trained level 1 support staff, with documentation on your most frequently asked questions, is essential. Review your service request metrics often to get ahead of new, trending questions, to ensure the best training for all staff that are answering service requests. Why is it important for an organization to create an online information hub where all the policies, procedures etc. How does this lower the burden of the HR department? An information hub is like an internal resource library for your employees. Rather than giving an employee a fish and feeding them for a day – fixing an issue then moving on to the next request – an information hub can teach employees how to resolve issue themselves. In effect, an online information hub helps build a streamlined workflow that formalizes processes and ensures the right people and teams are involved at the right times. What are some of the biggest missteps a CHRO can make when trying to provide employees with a seamless experience from onboarding to offboarding? How can these be avoided? With so many steps to employee onboarding, a step-by-step process for outlining the required approvals will help accelerate and simplify transitioning new employees into their role quickly and efficiently. A priority of the human resources function is to get new employees productive as quickly as possible. Using a systematic approach for everything – from ensuring they have the technology necessary to do their jobs to completing their benefits elections – allows the employee to focus on learning about the company and their new job responsibilities. Protecting and securing corporate data and proper administration of benefits are critical issues when an employee leaves a company. To deliver a seamless experience,

companies must create detailed processes for activities such as collecting all hardware and ending access to all applications in a timely, yet sensitive, fashion. Celebrating successes, work anniversaries, and birthdays all help to create a place where employees love to work. CHROs should consider what makes their culture unique and create ways to show employees how much you care about them. HR teams deal with a vast amount of sensitive data on a day to day basis. Data privacy and integrity is a major concern for CHROs. Are there any key points that could ensure the success of this process? CHROs should understand what sensitive information exists in their departments, who has access to it, and why. While your data should be fairly accessible within your department, HR departments know best how data should be used and by whom. Larger organizations have HRIS departments that are well versed in the handling of sensitive data. In smaller organizations, you might have office administrators with access to sensitive data, so training for everyone that touches that data is necessary. AI, machine learning, deep data science and chatbots are some of the hottest topics in the HR Tech landscape. AI-enabled technology exists to help humans perform their jobs more efficiently and effectively. We are far from seeing artificial intelligence replace humans en masse, and we are even further from seeing algorithms take over roles that require hard-to-learn human capabilities, like empathy, and other interpersonal skills. AI-enabled technology can help HR departments automate many of the repetitive tasks they have to perform on a regular basis. When staff can free itself from the tedium of activities such as data entry and reports, they can spend more of their valuable time working on urgent requests and identifying opportunities to create an even more supportive and holistic work environment for employees. What are the essential skills for HR leaders in the digital age? By offering employees a consistent and easy method for submitting service requests, and then fulfilling those requests efficiently, employees will be happier and will have the resources they need to do their best work. In addition, HR leaders still need to possess and constantly work on their interpersonal skills, particularly in interacting with people across generations. What questions are your customers asking you? One of the key areas of expansion for the Samanage Service Platform is our integration framework. We are opening up our app to external developers so they can build widgets and add-ons along the lines of an app store. The use cases for this new functionality are essentially infinite and will certainly include HR. Our goal with our service management platform is to provide a one-stop shop where someone in your HR department can have all of the tools they need to handle all of their requests on one page. Incorporating customized widgets on the dashboard with their Samanage data means they can get information from other applications, like the HRIS, recruiting tool, or health insurance provider, all in one location, without needing to bounce around from app to app. Thank you for such great insights into HR technology strategy, Karen. We hope to speak with you again, soon! About Samanage Samanage is the most reviewed and highest rated IT service desk solution. With more than 2, customers around the world in a variety of vertical markets, Samanage software can be tailored to meet specific service needs.

### Chapter 3 : Roadmap for a successful HR technology strategy - EmployeeConnect

*This makes a well thought out strategy critical in successfully delivering effective and efficient HR technology. In short, you need a plan, global in scope, and somewhat future-proof, linking process, people and technology with year-by-year time and cost estimates.*

Used well, technology makes HR practices more efficient. Good HR practices maximize the benefits and minimize the problems. Recruiting Transformed Before the internet and email, connecting with job seekers meant phone, face time or a letter. That frees up a great deal of time that HR would have spent dealing with paper resumes or personal calls. Online forms have a standardized format that often makes it hard to tell a star performer from a slacker. A badly designed system with confusing instructions and slow response times can actually turn job seekers off to applying with a firm. If a manager wants to share a new schedule with a project team, one email with an attachment or a conversation on Slack can share the word with a dozen people at once. Information in a two-page email may be better off delivered to the group face to face. That way everyone can ask questions and hear the answers. Data Analysis Analyzing employee performance used to depend on personal assessments and obvious standards: Did the employee finish the task on time? Does their boss trust them? Technology makes it easier to gather and break down data on employees to get an overall picture. Which tasks do they perform best? If they fell short, was it by 12 percent, 50 percent or 75 percent? Software programs can even take over much of the work in evaluating employees. Too Much Data As HR makes more use of data collection and analysis, employees might feel their privacy shrinking. If, say, a company has security cameras that monitor employees every second, it can be easier to find the facts behind a harassment charge or someone drinking on the job. However, being constantly monitored can alienate employees as well. Good HR practices involve not only knowing how much data can be gathered but also how much should be gathered. Another risk is that the HR department can end up getting more data than it can manage. After a certain point, wading through data to pick out the relevant material becomes an impossible task. Security Practices Securing employee records used to mean locking a file cabinet. In the 21st century, best HR practices have to include security for the digital data. Some security is more an IT matter, such as a good firewall. HR needs to have good policies in place, though, governing who can access confidential data, both hard copy and in electronic form.

### Chapter 4 : 4 Tips on Building a Stellar HR Technology Strategy

*Experts say technology can help the HR function, but it largely depends on the technology and the definition of 'strategy'.*

If HR wants to continue to play a critical role in helping businesses anticipate and manage organizational change, it must have technology at its core. With Millennials making up more than half of the current workforce -- and predicted to make up 75 percent by -- HR is going to have to embrace and build on technological advancements to meet both employee expectations and business requirements. Talent analytics and workplace analysis will become more commonplace, and companies using the data available to them will be far more competitive. Be-cause of this, HR has earned a reputation for being mired in time-consuming duties with significant amounts of paperwork. But technology has changed much of that monotony, via new HR portals and platforms that digitize much of the information HR needs to process. When combined with other technologies, Big Data provides a tremendous amount of insight and allows HR professionals to make decisions backed by concrete information and more efficient processes: Big Data gives HR a fact-based view of the current workforce, identifying emerging trends so businesses can adapt. Predictive analytics allow for better risk-management decisions. For example, they can identify employees who could benefit from additional training or highlight teams that may be struggling. Analytics also allow recruiters to assess potential employees based on real information; by bas-ing hiring decisions on facts instead of hunches, they can improve the quality and placement of new hires. Naturally, this led to inefficiencies, security issues, data loss, and chaotic office spaces. Today, all of this information can instead be stored in the cloud -- documents and other pertinent information can be easily accessed online while data can be collected through simplified forms and automated processes. Employee information -- like tax forms, payroll data, performance reviews, and contact information -- can be archived and organized in one secure location. Cloud-based systems and Big Data go hand in hand. All of this data can provide valuable insight if you know how to interpret it, which has already made a tremendous impact on HR. At the same time, cloud-based mobile platforms allow individuals to access their information more readily than ever before. Imagine if you could use the same portal to request time off, change your mailing address, or confirm contributions to your K. Mobile HR apps make it easy for employees to access this kind of information anywhere and anytime. And that makes life easier for HR workers, too. As we barrel into the future of technology in the workplace, HR has a lot to look forward to; cloud computing, easier storage, better insights, and greater transparency are only the beginning. Because of efficiencies, cost savings, employee expectations, and the power of Big Data -- for HR and organizations as a whole -- technology is just too business critical ignore.

### Chapter 5 : Interview on HR Technology Strategy for Humanizing HR

*Interview with Karen Clark, Samanage, on automating HR tasks, the human aspect of HR and more. Read for insights into refining your HR Technology strategy.*

Before you weight the options and invest in a solution in-sync with your requirements, zoom out and look at the bigger picture. Here are 4 tips to guide your transformation strategy and ensure tech investments are maximized to the fullest: First, make sure that the price is right. The cloud has made expensive software purchases a thing of the past, with most providers now offering Software-as-a-Service or SaaS-based delivery. The market, here, is expanding rapidly with Europe witnessing Or, if a certain application like payroll is a bog-standard requirement, an outright purchase could prove more effective in the long run. You could also partner independent developers to customize apps like HRMS dashboards to your unique needs. Next, change mindsets, not just implementation goals. Selecting the right software is only step 1. A technology strategy is set up for failure if the workforce holds on to traditional beliefs around processes and workplace tools. This is where getting employee-buy-in plays an important role. A diverse workspace, cutting across age, gender, and ethnicities, HR must account for diverging opinions around tech adoption. It is essential to sit with employees, present a convincing case for implementation benefiting both the company as well as the employee in question and make sure your team is on board before making investments. Of course, there will always be a segment resistant to change, and this could make all the difference. Third, reinforce the groundwork with cross-level training. When it comes to technology adoption, one cannot overstate the importance of training regular, team-specific, and event-driven. The first is routine and allows constant enhancement of the workforce, keeping employees up-to-date and involved. The last one impacts different levels of your organization, discussing strategic impacts from the C-suite to the intern. From YouTube videos to shared docs on the completely free G-Suite, a modernized training plan can go a long way in easing technology adoption. Finally, review, revise, and repeat. An HR technology strategy that uses surveys, feedback tools, and other response mechanisms to capture the behavioral change in the workplace, can help convert sentiment into tangible insights. And from insights to real-world actions. Glint, for instance, is an intelligent tool that turns the traditional feedback mechanism on its head, using AI-based analysis to understand how the organization and not just its employees could do better.

### Chapter 6 : HR Technology Strategy Services | Deloitte US

*"Identify your strategy team, book a conference room, bring markers, coffee and candy â€" and write down everything." - Mark Stelzner This was the roll-up-your-sleeves approach that Mark Stelzner, founder and managing principal at IA HR, recommended as he spoke about "Creating Your HR Technology Strategy" at Human Resource Executive's 18th Annual HR Technology Conference & Exposition.*

Creating the HR technology strategy for your organization can be an ominous task. It can even be scary. What will this technology journey look like? Will I have enough people? Will I have cooperation and buy-in? Will I be able to take a vacation!? These are some of the questions that can cause heartburn. So how do you begin? You gather some basic information about your company that will be helpful to planning: And define your HR technology focus and purpose: Define the roles that HR will serve â€" strategist, steward or service provider? What are your guiding principles? What are the enablers of success? Next, take stock of key information such as systems inventory, workflow diagrams, stakeholders, risk assessment, targeted timelines, interfaces, competitive intel, demographics, network bandwidth, KPIs, desired outcomes, projected growth, infrastructure, security protocols, use cases, contractual expirations, device and browser support, and network bandwidths. Not knowing this information can kill an HR technology implementation. Write it all down and talk to your peers. Bring in IT stakeholders early and have honest conversations. Map it Process map the state of your organization. Draw a high-level picture of your current systems and HR technology landscape. Frightening process maps will get the attention of the C-Suite! What are the benefits of creating a detailed process map? An unbiased representation of your current organization and approach. The unearthing of hidden costs. The permission to drive immediate process and policy changes irrespective of your technology. Empowerment and inclusion â€" Most feel that HR technology is being imposed upon them, so this brings everyone into the change. Infuse a strong sense of empowerment in your organization to ensure successful change management in the future. Your process map may be a messy graphic that screams for improvement. And think about this: It stands for service. Focus on service and engagement. Remember that productivity gains are soft calculations to a CEO. The reality is this: The Rollup Create a goal statement and identify milestones and blue chips. The Placemat This is the one pager for the C-suite that summarizes all the major details. And finally, follow these smart tips that outline the process: Know yourself, your team, your organization and your culture Anticipate your biggest detractors and get them on your side early Align your strategy with the organizational plan and the HR plan Inventory everything to gain a true picture of your organization Document everything Scour the market for answers All software requires service, so plan for it Build your financial models Define your roadmap Convey in a format that is easy for consumption and approval Ask yourself this: At the end of the day what does success look like?

### Chapter 7 : Creating Your HR Technology Strategy | HRTech Insiders

*Many HR and compliance professionals face the task of bringing their companies' operations up-to-dateâ€"revamping existing technology, filling operational gaps with new technology, streamlining processes, and engaging their workforces at higher levels.*

### Chapter 8 : The Impact of Technology on HR and What's Ahead | HuffPost

*Technology and software for human resource departments have gone through a dramatic shift in the past few years. HR software systems have come to the forefront of enterprise technology, as global employee management and sophisticated knowledge requirements are growing more complex.*

### Chapter 9 : Qilo Technologies: Aligning business strategies with HR technology - Insights success

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*The Impact of Technology on HR and What's Ahead. Rapid changes in technology have affected businesses in more ways than we can count, from globalization and organizational adjustments to a.*