Global HR Design:
An Introduction to HR Enabling Technologies

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Global HR Design: Setting the standard for future focused, technology enabled and user centric HR services in Government
The purpose of this document is to outline the enabling technologies referenced throughout the Global HR Design, that are used to enhance the quality and effectiveness of service to HR Customers.

Current trends

The Civil Service Employee Lifecycle

Enabling technologies in the Global HR Design
- Knowledge Management
- HR Portal
- Telephony
- Robotic Process Automation (RPA)
- Cognitive Agents (AI)
- Case Management
- Live Chat
- Document Management

Enabling technologies within the Service Delivery Model

Considerations for enabling technologies in the Global HR Design
# Current trends

## HR technology trends – 10 disruptions we can expect

HR technology and services are ever changing; there are 10 key HR technology disruptors we can expect to see:

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<td>1</td>
<td><strong>There has been a shift from automation to productivity</strong> in HR technology</td>
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<td>Whilst there has been an <strong>acceleration of cloud systems</strong> a number of enabling technologies are also integral such as team and case management software</td>
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<td><strong>Continuous performance management</strong> technologies are being developed to enhance team-centric ways of working such as agile goal setting systems and tools that tracks discussions and activity</td>
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<td><strong>Feedback, engagement and analytics</strong> tools are increasingly important, partially due to their link with continuous performance management. The use of pulse surveys, sentiment analysis software and real time survey systems is growing rapidly</td>
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<td>A <strong>new breed of corporate learning tool</strong> is here including experience platforms, AI, micro learning platforms and virtual reality based learning</td>
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<td>6</td>
<td><strong>Thriving recruitment market</strong> – the market has become hotter than ever, and new technologies such as AI, predictive analytics, gamification, social media aggregation data and apps are all enabling organisations to become increasingly smart about candidates</td>
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<td>The <strong>wellbeing market</strong> is <strong>exploding</strong> – tools, platforms, analytics and training programmes are being developed to measure and improve employee wellbeing at work</td>
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<td><strong>People Analytics</strong> is <strong>growing</strong> – infrastructure is being seriously invested in by organisations to bring their people data together</td>
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<td>9</td>
<td><strong>Cognitive self-service tools</strong> – there is a fast growing need for self-service employee experience platforms</td>
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<td>10</td>
<td><strong>Innovation within HR</strong> itself – HR professionals are becoming the disruptors, now HR is forcing HR technology to move faster</td>
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Source: Bersin, HR Technology Disruptions for 2018, 2017 Deloitte Development LLC
Current trends

The evolution of HR enabled by technologies

HR technologies have evolved substantially with the aim of improving employee experiences and enhancing productivity. HR services have moved from being a collection of uncoordinated services to a cohesive and transformative ‘set’ of services, supported by intelligent enabling technologies.

- **“Rationalised”**
  - Customer focused
  - Efficient
  - Standard platforms
  - Roles defined
  - Optimised service delivery

  **Focus:** Platforms, efficiency, service delivery, role clarity, customer centric

- **“Silod”**
  - Uncoordinated
  - HR staff, tools, vendors, consultants

- **“Business Optimised”**
  - Coordinated
  - Focused on the customer experience
  - Intelligence enhanced through analytics
  - Empowered HRBPs
  - CoEs

  **Focus:** Talent, Leadership, Management

- **“Intelligent”**
  - Agile
  - Gig Economy
  - Augmented Reality
  - Artificial Intelligence

  **Focus:** Business Impact, Innovation, Transformation

Source: Bersin, Deloitte Consulting, 2017
The Civil Service Employee Lifecycle
Enabled by people, process, technology and data

There are a number of technologies which support and enhance the interactions an employee has with HR across the employee lifecycle.
Enabling technologies in the Global HR Design

Overview

Knowledge Management
Provides employees and Line Managers with a comprehensive, accurate, and quickly retrievable set of information

*Content rating, personalised search, most common searches*

HR Portal
One stop shop that gives access to all HR data and information with customised content

*Customer profile, tracking sentiment*

Telephony
The means by which in bound voice queries routed to the most suitable source of knowledge with capacity

*Intelligent routing, natural language*

Robotic Process Automation (RPA)
Automating rules-based processes and integrations between disparate systems

*Automation of rules-based tasks*

Case Management
Used to record, progress, approve, conclude and, if necessary, escalate HR queries

*Queries raised, preferred type of contact, predictive problem solving*

Live Chat
Human agents provide employees with live response functionality for their queries and mobile; familiar interface

*Frequency of use, type of questions*

Document Management
Used to store, manage, track and distribute documents to specific users and ease search functionality for the end user

*Searching, e-filing, tagging and reporting*

Cognitive (AI)
Providing machine intelligence insight and advice

*Intelligent artificial advisors in service delivery*
Enabling technologies in the Global HR Design

Bronze, silver and gold standards

The Global HR Design presents a framework for departments to align to a cross-government standard for HR processes. Throughout the documentation the user experience journeys and features within them have been organised into identifiable and measurable areas, that will facilitate the process and experience.

Gold, Silver and Bronze standards have been identified to reflect quality levels for each area - with bronze being the minimum expected level – setting the experience throughout the Global HR Design. For each area it has been identified how technology can be used to enhance the process and experience. Definitions and examples of the level of enhancements are outlined below:

**Gold**
- Pioneering measures to provide excellent service
  - E.g. Robotic Process Automation (RPA), cognitive chatbots or digital channels such as mobile apps

**Silver**
- Enhanced measures to provide good experience
  - E.g. enabled cloud ERP system or a robust notification strategy

**Bronze**
- Minimum measures to provide satisfactory experience
  - E.g. clearly defining roles and interactions to optimise a process
Enabling technologies in the Global HR Design
Channels for interactions across the HR Service Delivery Model

Enabling technologies will play a critical role in the HR Service Delivery Model. HR Customers will be able to interact with HR through multiple channels, enhancing the employee experience.

Channels of interaction:

**HR Operations Representatives** (Tier 1)
- **Mobile app**: HR Customers will be able to view a query's status and comment on cases through a mobile app
- **Email**: Email interactions between Tier 1 representatives and HR Customers
- **Live Chat**: Live chat conversations between HR Customers and Tier 1 representatives or cognitive agents
- **Telephony**: Phone calls between Tier 1 representatives and HR Customers
- **Self service request**: Following the completion of self service requests, Tier 1 representatives will be able to view the document and make necessary decisions on next steps
- **Case Management**: Updating of case queries from HR representatives

**HR Operations Specialists** (Tier 2)
- **Document Management**: Referral through specialist document requests
- **Email**: Email exchange through referrals between Tier 1 representatives and HR Specialists
- **Case Management**: Updating of case queries from HR representatives
- **Telephony**: Interactions between HR Specialists and HR Customers

**Tier 0**
- **Self-service**: General queries / reports
  - Business Leaders
  - Line Managers
  - Employees
  - External customers e.g alumni/candidates

**Tier 1**
- **General Support**: General Queries / Triage / Simple Cases
  - Mobile
  - Email
  - Live Chat
  - Telephony
  - Case Management

**Tier 2**
- **Specialist Support**: Specialist Queries / Complex Requests / Complex Cases
  - Mobile
  - Email
  - Case Management
  - Telephony
  - Document Management

**Tier 3**
- **CoE/HRBP support**: Exceptional queries / Process and policy changes
  - Mobile
  - Email
  - Case Management
  - Telephony
  - Document Management
Enabling technologies within our Service Delivery Model

Example of a ‘gold standard’ Service Delivery Model

A ‘gold standard’ service delivery can be accessed by the HR customer in a range of ways. There are also different tiers of support depending on the enquiry.

**Tier 3 HR Business Partners / Communities of Expertise**

**HR Operations**

**HR Specialists (Tier 2)**

- Reward & Benefits
- Payroll
- Recruitment & On-boarding
- Talent & Performance
- Learning & Development
- Employee Relations
- Analytics & Insight

**HR services primarily delivered through the cognitive platform**

**HR Portal (Tiers 0 & 1)**

Cognitive agent responding to HR requests that is:
- Fluent in natural language
- Understands the organisation’s HR policy and knowledge framework
- Overseen by a human supervisor

- Scalable and can respond to thousands of queries simultaneously through digital channels
- Able to automate basic transactional services
- Can continuously improve ability to respond to customer queries through machine learning

**Communication Channels**

- Mobile
- Email
- HR Customer
- Chat
- Telephony
Considerations for enabling technologies in the Global HR Design

Benefits to consider

Enabling technologies bring a wealth of benefits to HR service delivery and to the employee. Below are some of the key benefits to be explored when considering which technologies to introduce:

- **Document management, knowledge base** and **case management** are all key enablers for a joined up employee experience.

- **Chatbots** and **RPA** are used to streamline and speed up basic employee and HR operations interactions.

- **AI or ‘cognitive’ technologies** are a gold standard ‘leading practice feature’ which can enable a first class, efficient and effective experience.
Considerations for enabling technologies in the Global HR Design

Implications for departments

Considerations for the Civil Service departments to explore when aligning to the Global HR Design are outlined below:

**Timelines** - What is the approach going to be for implementing any of the HR enabling technologies?
- What are the drivers for launch dates?
- Cloud ERP implementation timelines
- Consider elements such as SDM changes
- Contractual changes with the service provider/s

**Knowledge Management** - Will a Knowledge Management Strategy be created and if so, when?

**Cloud system capability** - Review the cloud system capability you are implementing to understand if additional technologies are required to meet the Global HR Design standards.

**HR service delivery channels and priorities** - Consider the channels and priorities for your HR service delivery – what enabling technologies do you need to ensure these are met?

**Customer landscape** - When making your decision consider your department’s customer base. Are there any integral enabling technologies that are not part of the core HR system that are needed to support them; for example is your employee population predominately mobile and therefore requires the relevant HR technologies to support them?

**Budget** - Consider your budget and the business case for additional HR enabling technologies.