



Global HR Design:

An Introduction to HR Enabling Technologies

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Enabling Technologies

Purpose and contents



Civil Service HR

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:

1 There has been a shift from automation to **productivity** in HR technology

2 Whilst there has been an **acceleration of cloud systems** a number of enabling technologies are also integral such as team and case management software

3 **Continuous performance management** technologies are being developed to enhance team-centric ways of working such as agile goal setting systems and tools that tracks discussions and activity

4 **Feedback, engagement and analytics** 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

5 A **new breed of corporate learning tool** is here including experience platforms, AI, micro learning platforms and virtual reality based learning

6

Thriving recruitment market – 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

7

The **wellbeing market** is **exploding** – tools, platforms, analytics and training programmes are being developed to measure and improve employee wellbeing at work

8

People Analytics is **growing** – infrastructure is being seriously invested in by organisations to bring their people data together

9

Cognitive self-service tools – there is a fast growing need for self-service employee experience platforms

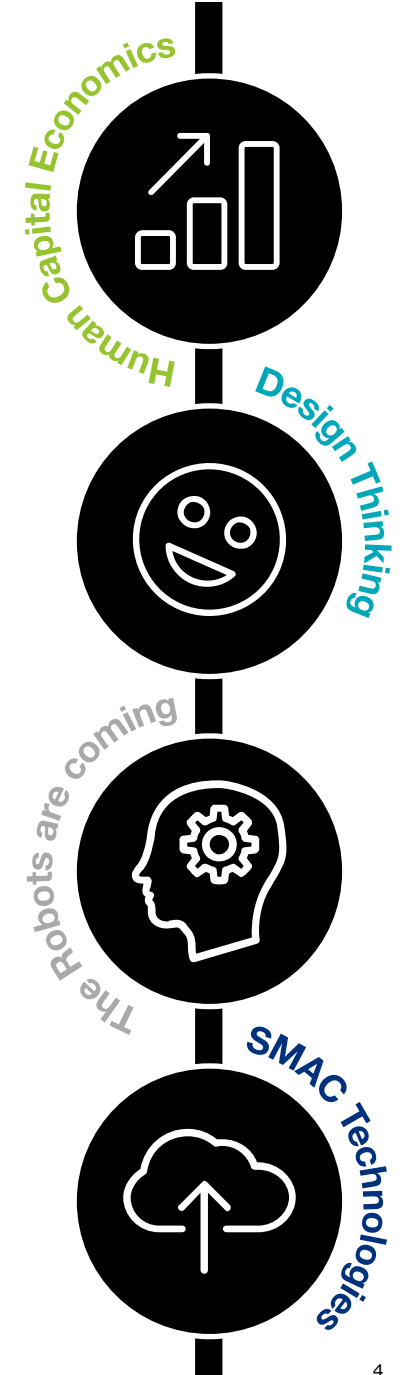
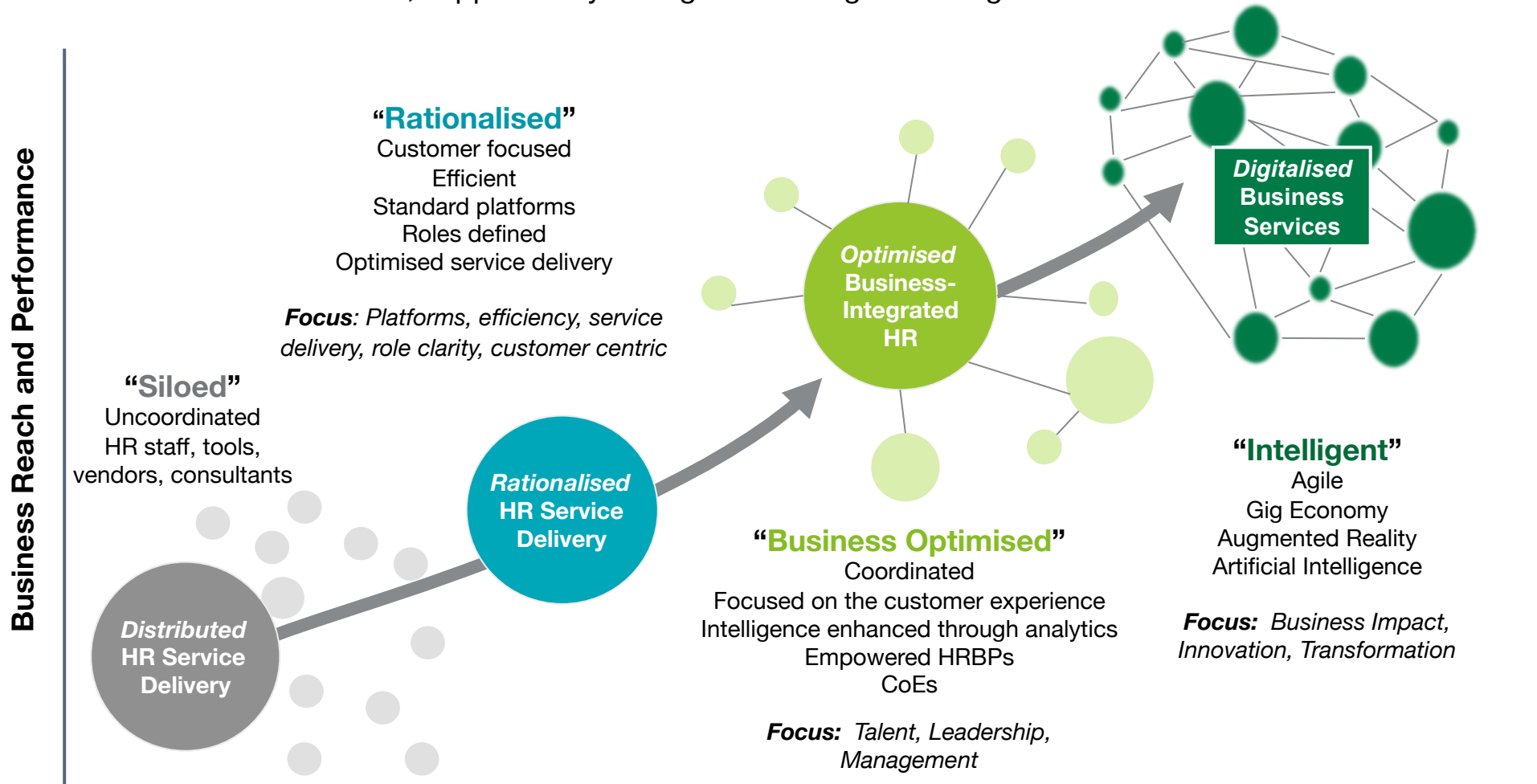
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Innovation within HR itself – HR professionals are becoming the disruptors, now HR is forcing HR technology to move faster

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



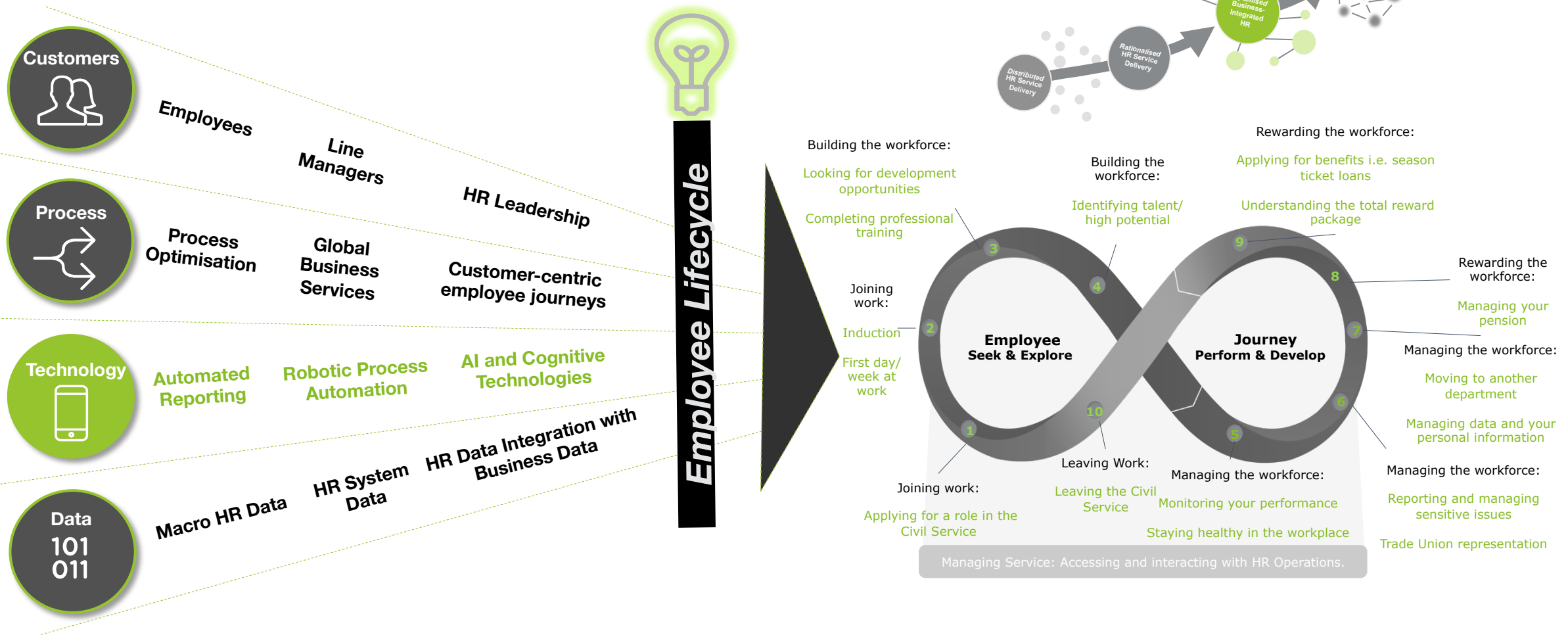
The Civil Service Employee Lifecycle

Enabled by people, process, technology and data



Civil Service HR

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

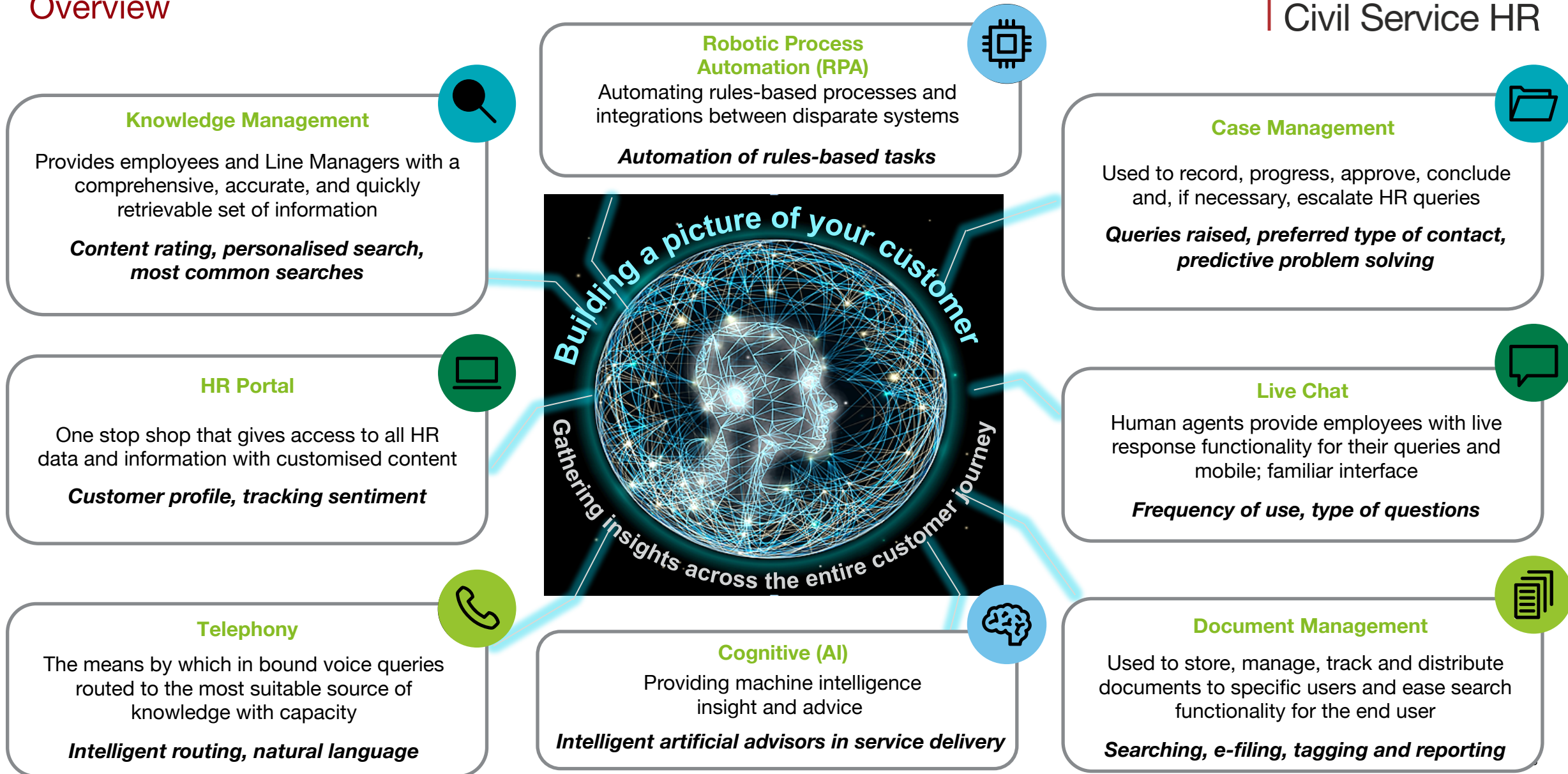


Enabling technologies in the Global HR Design

Overview



Civil Service HR



Enabling technologies in the Global HR Design

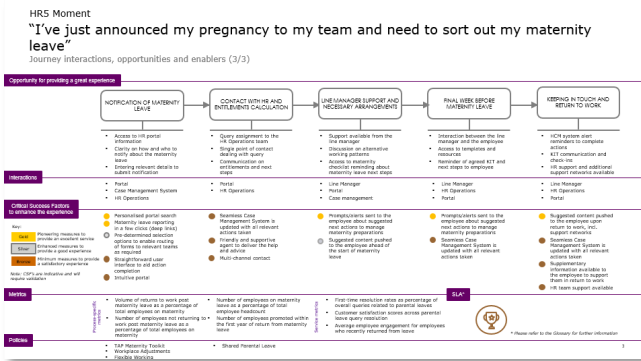
Bronze, silver and gold standards



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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:



Manage Internships	Interns are introduced to the team and assigned a buddy
	The internship provides the intern with insights into how the organisation operates and its challenges. The intern is given business awareness / insight and is invited to meetings and events that support this
	A plan is created by the intern's assigned manager which includes planned activities to ensure the intern is given a solid understanding of the job and/or industry
	The internship provides the intern with opportunities for networking - internal & external events are considered that would be suitable for the intern to attend
	Regular feedback is given and an end of internship review takes place
	The intern attends in-company training where appropriate
	The internship scheme is linked in with the organisation's wider Talent, Recruitment & Diversity strategies
	High performing interns are encouraged to consider career opportunities and fast tracked through role recruitment processes where appropriate
	Interns are kept in touch with and sent role notifications if requested and appropriate
	There is a system which automatically assigns interns to potential recruitment campaigns and includes feedback / assessment notes
Interns have a profile created on the HCM system enabling them to self-serve, where appropriate	
There is an online system in place which helps to administer feedback for the intern	
There is an intern database which highlights interns' skills, experiences and preferences, and provides recommendations of potential interns to appropriate business areas and managers	

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

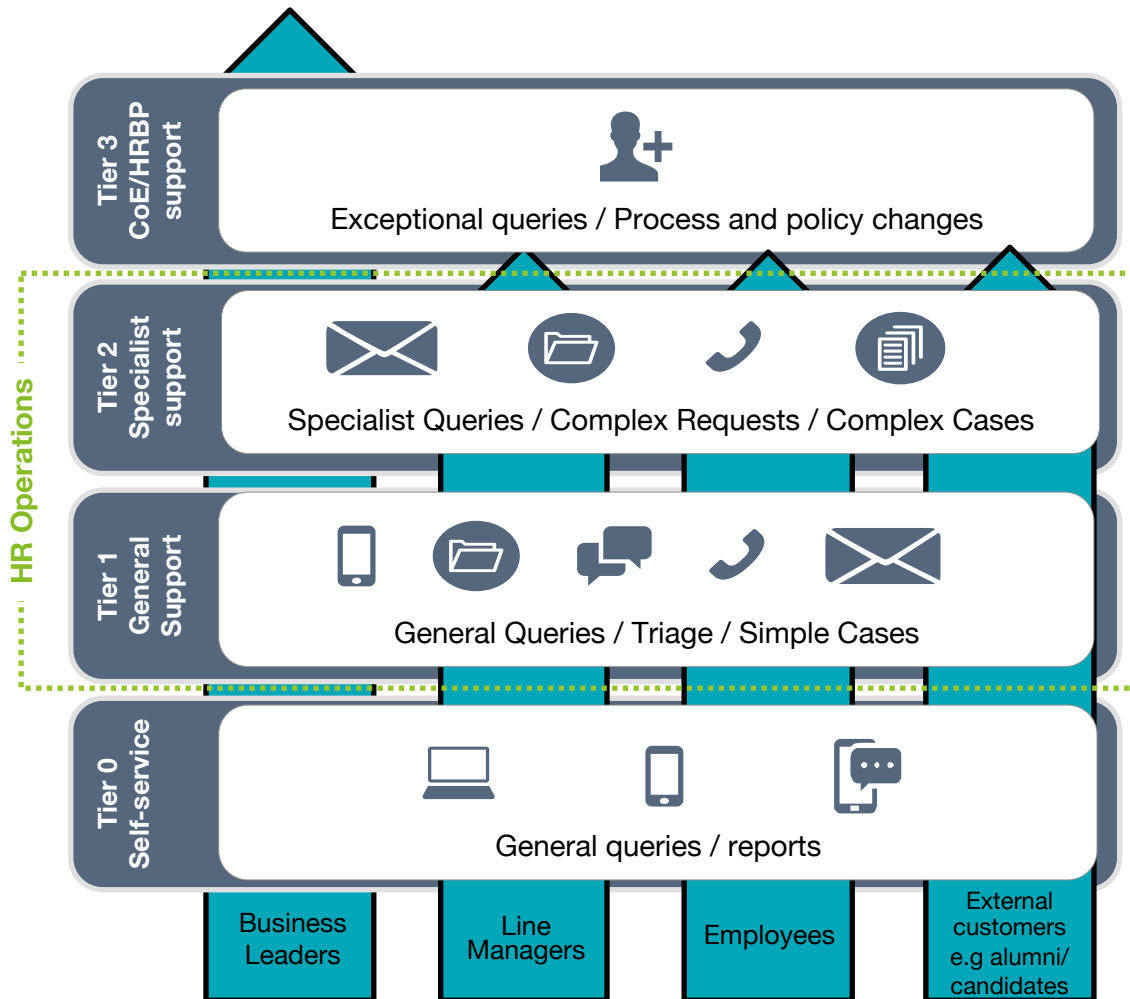
Enabling technologies in the Global HR Design

Channels for interactions across the HR Service Delivery Model



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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.



HR Operations Specialists (Tier 2)

Channels of interaction:

- **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

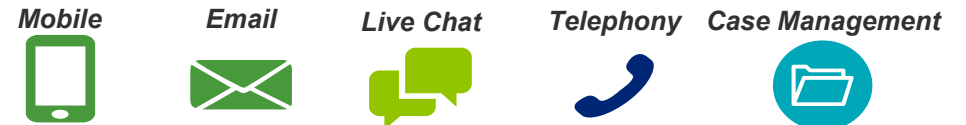
Document Management Email Case Management Telephony



HR Operations Representatives (Tier 1)

Channels of interaction:

- **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



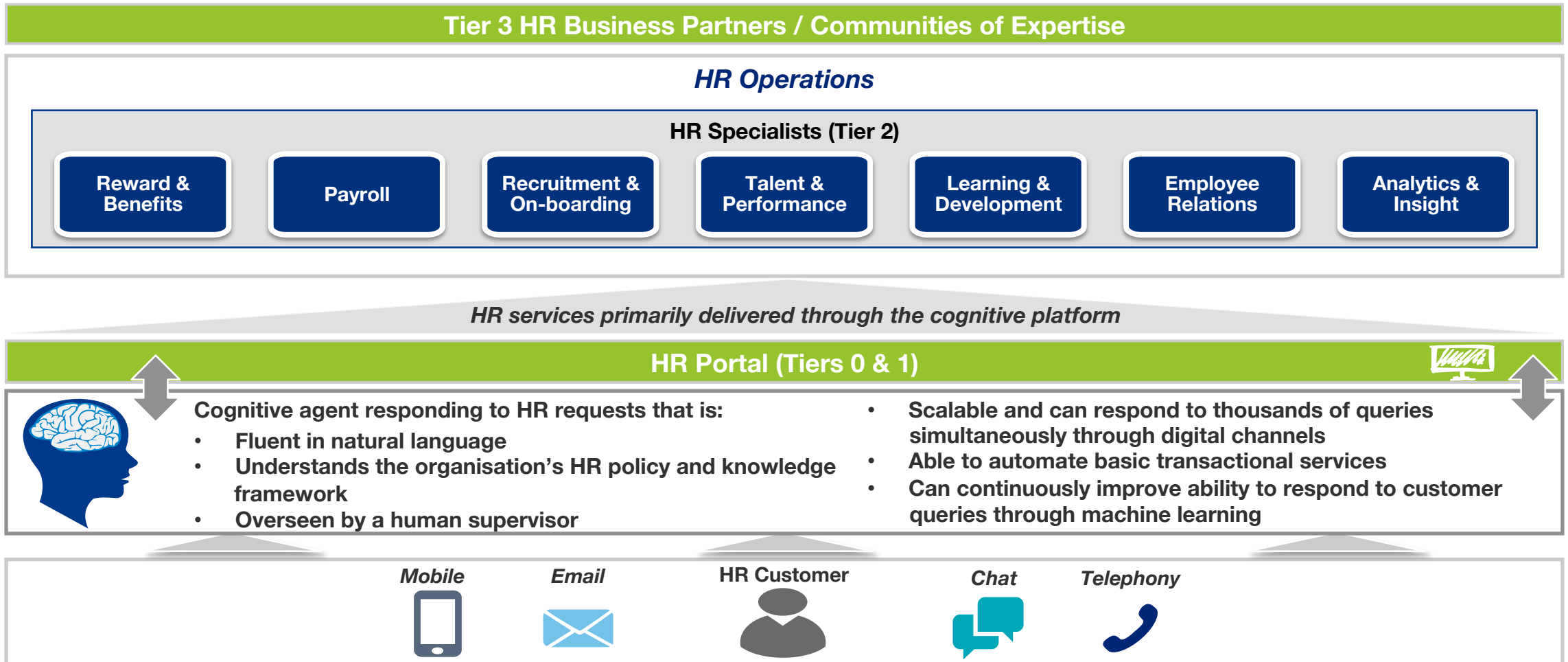
Enabling technologies within our Service Delivery Model

Example of a 'gold standard' Service Delivery Model



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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.



Considerations for enabling technologies in the Global HR Design

Benefits to consider



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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



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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.