



## GETTING DIGITAL RIGHT IN HRO

### Abstract

Information is the currency for modern business. To survive and thrive in the digital era, businesses need to have information - on their people, customers, markets, opportunities, and challenges - that helps them make right decisions and deliver exceptional experiences. They also need to be able to share information with the stakeholders to keep them engaged with the company, and its products and services. Read on to know more on the need for enhancing employee experience, and how digital transformation can play a critical role in providing best outcomes in this space.

## People: The Backbone of Business Success

Business Mogul Richard Branson famously said, "Clients do not come first, employees do. You take care of your employees and they will take care of the clients". Talent and leadership are the differentiators between good and great organizations. In fact, a Gallup survey found that companies with

highly engaged workforce are 21% more profitable<sup>1</sup>.

Realizing that good talent is hard to come by, and that new workforce requires new ways of working and more engagement with the company, organizations have redoubled the focus on HR. Employee engagement is one of the key purposes

of digital transformation in HR and at the top of every CHRO agenda. The HR world is moving beyond automation and embracing holistic digital transformation to create an agile, connected, and self-learning ecosystem.





## Business at the speed of digital

As companies significantly leverage these digital technologies, their increasing ability to use data to tap into opportunities, and pre-empt and overcome challenges is driving competitive differentiation across industries. For example, Amazon, Uber, and Netflix have leveraged data and digital platforms in unprecedented ways, and transformed the very industries they operate in.

However, digitalization has also democratized markets and eroded barriers to entry. Any product, service, technology, or R&D effort can be matched today; capital can be raised easily; and global supply chains can be acquired. So, what is the true differentiator for businesses in the digital age?



## The need for digital

Needless to say, speed is of essence in this data-driven decision-making process. For faster processing, storing, and transmission of data at scale, digitalization of information has become a survival mandate for any data-rich ecosystem. Rapid advancements in digital technologies (artificial intelligence (AI), machine learning, AR/VR, etc.), computing power, storage capacities, digital security, and reach of Internet networks coupled with public awareness and digital literacy, have opened up various new avenues of growth.





### Digital Transformation in HR: People, Process, And Technology

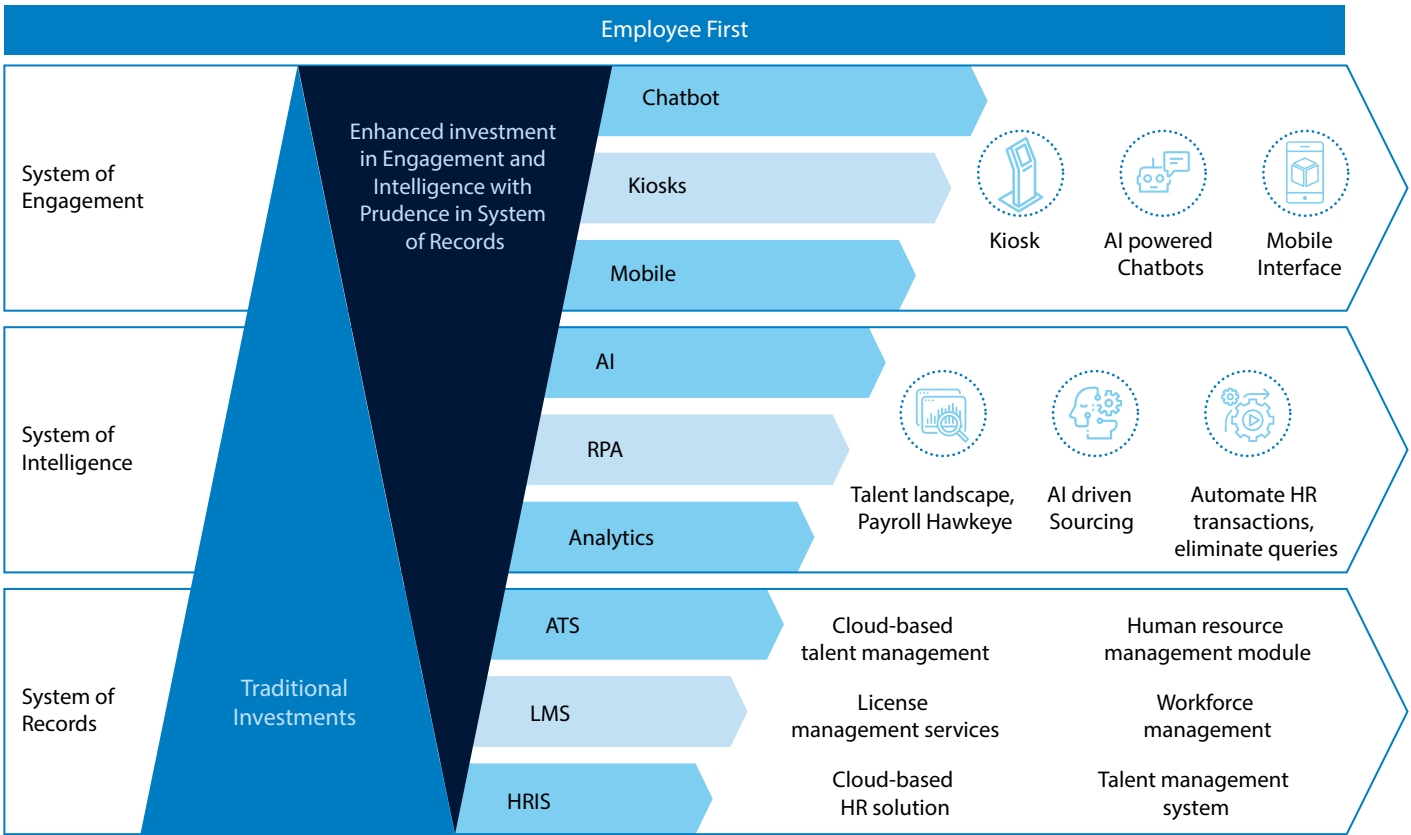
For best outcomes, HR digital transformation must consider, not just the technology aspect, but also - a broader view of purpose, organizational aspirations, changing environment and social factors, policies and procedures, people, and process.

Infosys has not only embraced HR digital transformation for its employees, but has

created many innovative solutions focusing on employee engagement and the clients. We understand that our clients may have already invested in either single or multiple systems of records, and hence have built our solution around it, across layers of systems of intelligence, and systems of experience and process.

HR digitalization is a multi-pronged

approach with deep integration between systems, processes, and services to provide a holistic employee experience. An approach that focuses on systems of engagement and intelligence coupled with a hyper-automated layer of service. Here's how a typical representation of digital transformation for HR organization looks like:





At Infosys, we apply Design Thinking to digital transformation, completely reimagining the way HR ought to function and the necessary transformation that needs to be brought about in people, process, and technology.

1

**People** – HR roles are becoming more strategic in nature, playing advisors and employee experience champions rather than just managing HR transaction support. Frontline HR roles are expected to have a thorough understanding of business, their clients, and competition. They need to be equipped with as much market intelligence and insights on talent as they have about internal affairs. These new requirements mandate new HR competencies.

2

**Process** – While complexities in terms of local regulations, compliance, and business rules are increasing, employee processes have to be made simpler and intuitive. They should consume the least of an employee's bandwidth so that they can spend maximum time on productive output.

3

**Technology** – Employees want personalized experiences - on demand, on the devices, and channels of their choice. Technology should be an enabler and work unobtrusively to support employees in an intuitive, flexible, and seamless manner.



## Why should you consider HR digitalization?



**Cost effective:** Companies have reduced TCO by over 30% by adopting digital transformation holistically



**Increases efficiency / reduced rework:** Our clients were able to deliver better output with 30-40% lesser effort through deployment of better workflows and robotics process automation



**Data and insights based decision making:** Organizations are now able to take right HR decisions, drive appropriate HR programs based on insights. These are derived from analysis of vast structured and unstructured data using advanced analytics platform and operations, thus solving large business problems



**Improves employee experience / engagement:** We have seen consistent improvement in employee experience and net promoter scores, validating the design of new-age HR operating model



**Scalable and adaptable organization:** Powered by the digital core, supported by right skilled HR resources, and enabled by a flexible and scalable back-office engine, HR can support business effectively and responsively in various business maneuvers. These include mergers, acquisitions, divestitures, and expansion to newer geographies





## Getting it Right with Technology

In addition to the provision of multiple platforms as system of records and back-office services across the hire-to-retire

lifecycle, across multiple geographies, Infosys provides 3 key aspects of HR digital

transformation – humanization, analytics, and hyper automation.

### Humanization

Deliver human like experiences with technology solutions that include proprietary AI chat-bots, knowledge portals, and learning solutions. For example, our knowledge portals make contextual, AI based HR knowledge search with respect to policies and procedures easier for employees. Our learning solutions provide a pleasant onboarding experience to newly joined employees. Wingspan, our next-generation cloud-first and mobile-first learning platform, makes learning easier and accessible with features such as anytime, anywhere, any device accessibility, dynamic content, social collaboration, and robust telemetry.

### Analytics

Analytics is critical to make the right HR related decisions. We offer analytics operations to support clients with insights to aid decision-making in various areas across the hire to retire lifecycle. For example, source channel effectiveness, transaction failure and root cause analysis, attrition prediction models, employee satisfaction / engagement analytics, effectiveness of learning programs, effectiveness of various compensation plans, succession plan analytics etc.

Insights, our live dashboard gives a global, one-stop view of process health and power to analyze various process issues with capability to slice and dice data easily. HawkEye, our analytics tool helps in preempting process issues, especially 'blind-spots' in the areas of workforce administration and payroll. We also have Employee / Candidate Genome – an analytics tool that predicts attrition, role fitment etc. and helps accelerate HR problem solving.

### Hyper Automation

Automation is mandatory for HR organizations looking for efficiency, accuracy, and speed. Infosys' proprietary "AssistEdge" robotic process automation platform and deep partnerships with other leading RPA providers make us uniquely placed to address our clients' automation needs. We enable helpdesk automation with AssistEdge Smart User Environment. This proprietary platform provides a multi-channel experience to employees and improves agent efficiency. A unified desktop or agent console manages sign-in and launch of various heterogeneous applications used by the agent to respond to queries etc. We also offer point solutions such as resource networking app, AI based sourcing, letter/document generation, digital interviewing, and touchless payroll etc.

HR digitalization is a phenomenon that is here to stay and change the way we do business. It is imperative to adopt it early on to stay ahead in the talent game. For those willing to invest in their people, returns will not be far behind.



## Author:



### **Navin Kotian** – *Solution Design Head, HR Services, Infosys BPM*

Navin comes with over 23 years of experience spanning across HRO, manufacturing, supply chain management, procurement, and customer sales and services. In his last 14 years, Navin has worked in the Business Process Management industry in areas of quality, operations, solution design, transition, and project / program management, primarily in Human Resources Outsourcing.

Navin currently leads the Solution Design team globally for HR services in Infosys BPM, covering the entire Hire-to-Retire service offerings. In the past, Navin has led multiple consulting exercises to harmonize Workforce Administration and payroll processes across multi-geography, multi-business unit landscape with highly disparate business processes for large banks and retail companies. He has also provided diagnostic services for HRO SSC of a large bank across 'Hire to retire' processes, and designed and improved upon learning system and processes for a banking giant. Additionally, he has led Infosys's first project of its foray into "managed platform services", and successfully on-boarded 3 clients on our HRO Business Platforms.

Navin holds a Bachelors in Engineering in Production, and an MBA degree in Marketing.

<sup>1</sup><https://blog.smarp.com/employee-engagement-8-statistics-you-need-to-know>

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