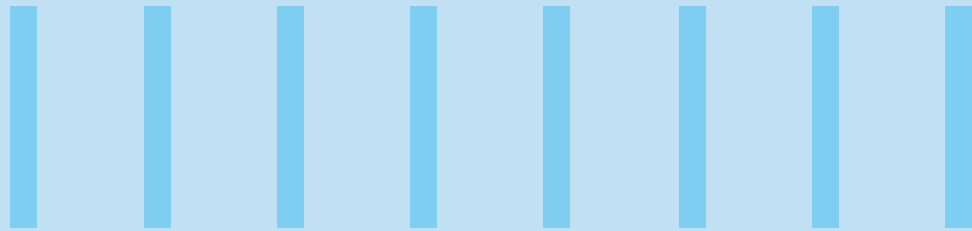




UNIFIED HR SERVICE PLATFORM: DIGITIZING AND DELIVERING HR SERVICES



Introduction

HR functions in an enterprise execute core HR administrative tasks and other strategic HR activities. An enterprise level software/ tool is essential for HR departments to fulfill these HR activities. While a plethora of technology tools are available to HR leaders for implementation of their HR processes but there are very few tools which can address all HR functional areas and fulfill futuristic requirements of an enterprise software.



Challenges

HR departments implement different tools on different technologies to fulfill different HR functional requirements. Over a period, it becomes difficult to manage and maintain the different tools. For example, an enterprise will use a different tool for recruitment management and another for case management, knowledge management, workforce management and general HR Administrative tasks. This becomes more challenging for HR Services providers who work on an outsourcing model and manage HR Administrative tasks for different HR Functions for their clients.

Common challenges faced by HR Departments/HR Outsourcing companies:

Different personas have different usage expectations from HR Tool and face different challenges:

HR Leaders & C suite leadership

- Investment in different tools & its management for different HR functions increasing cost of ownership.
- No common review reports available for Leadership to see one common view of reports, SLAs compliance with effective governance mechanism across the board.
- Issues in retaining & maintaining knowledge base for HR agents, HR SMEs.

HR Managers/HR Agents/HR SMEs

- Unavailability of a one stop shop enterprise platform to fulfill all HR functions. Different tools available for different HR functions are not integrated with a common employee portal and other enterprise functions like IT, finance.
- Issues in improving HR agents and employee experience, productivity; response and resolution time.
- Implement Global processes with regional variance

Technology Architects, Consultants/Managers- face following challenges with available tools

- Lack of data separation, visibility/access controls for clients, personas and their departments, management /ownership of multiple tools.
- Lack of automation (workflows), digital and cloud capabilities.
- Scalability requirements while serving multiple clients
- Lack of document management system (document storage, audit, purging, control)
- Scalability, quick onboarding or offboarding of HR Functions/clients.

For any HR Services to deliver the Services successfully research recommends following top critical features which should be available with a technology platform/

tool for a HR Services

- Platform which is highly configurable, supports a global design, provides mobile access, predictive Analytics & digital features.
- Availability of data /domain separation features which can help to onboard different clients on same platform with required data /visibility separation requirements.
- Platform Which can implement processes in strategic alignment with global business needs and also implement regional flavor.
- Platform which increases employee Engagement, drive innovation, improve employee productivity.
- The platform should help to reduce the overall cost of ownership (Capex and Opex)
- Provides integration, workflow capabilities.
- Provides data security, fulfill GDPR or any other compliance requirements.
- Helps in improving HR Analytics capabilities.
- Allows low code no code and custom development.

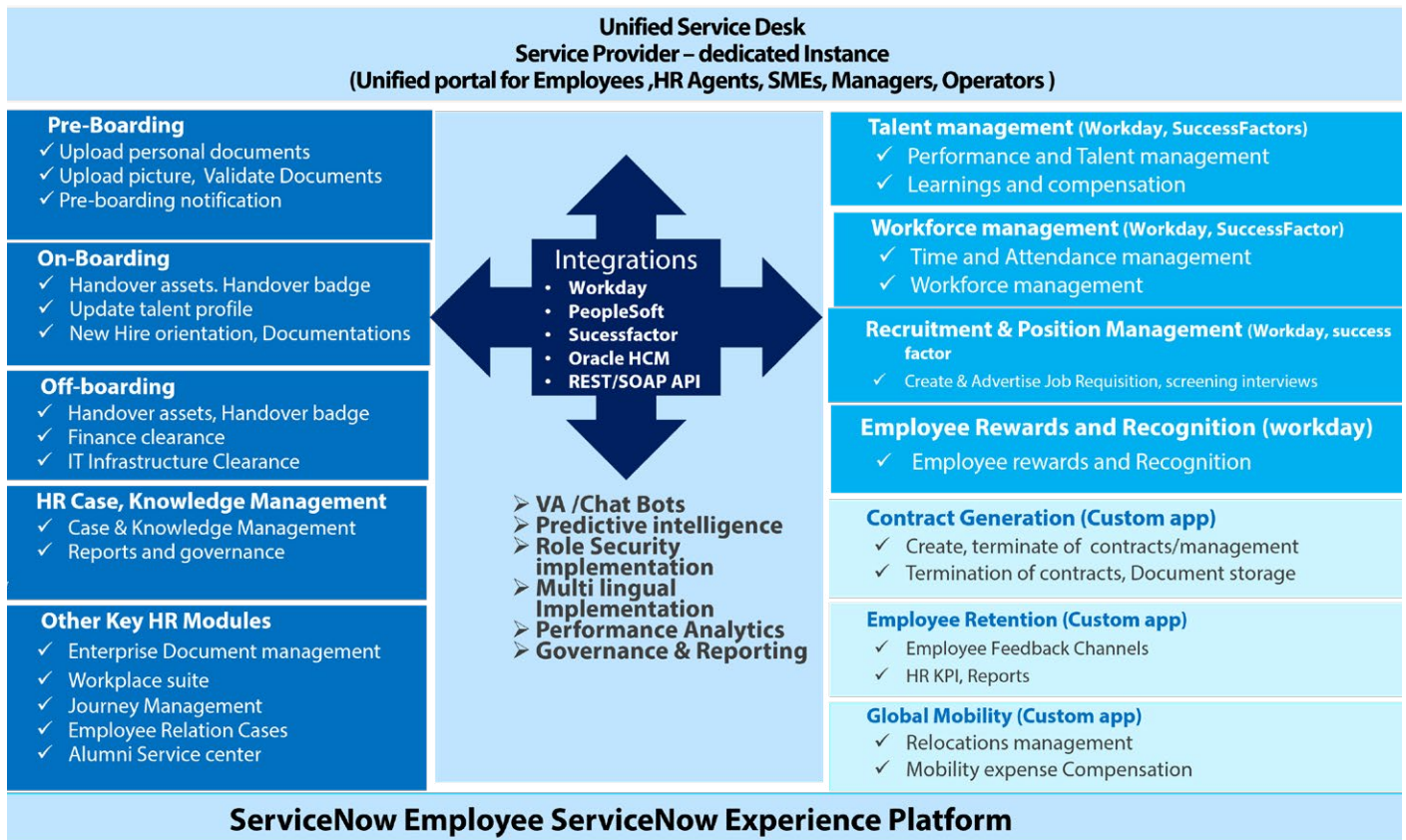
Apart from Technology tool used to deliver HR Services, the architectural & delivery model, reporting and governance agreed, ability to scale up/down (onboarding new modules, or new clients etc.) plays important role in Services delivery.

Solution Approach: Leverage a SaS based cloud Unified HR Service platform

Enterprise architects recommend utilizing Enterprise level cloud based SaS platform which can be integrated seamlessly with other HCM systems can address above challenges. SaS platform provides out of the box HR features to deliver services

to employees/clients. For functions that are not supported by SaS Platform, the platform can be integrated with any other HCM tool to provide seamless delivery of all HR functions from one Unified portal. Unified portal helps in improving HR agents and employee experience & productivity ultimately improving resolution time, knowledge, and SME retention.

It is also recommended to build custom applications for HR functions like global mobility, retention management, recruitment management etc. on SaS platform using custom app-building capabilities of the platform. This approach would help to reduce the dependence on other tools and bring reduction in cost.



Indicative architectural diagram for Unified HR Services

Infosys recommends using Enterprise Cloud SaS platforms like ServiceNow which provides case management, knowledge management & other features with Unified portal to deliver HR Services. For not supported functions such as compensation, performance management, workforce management can be delivered

by other HCM tools like Workday, Success factor with effective integration. ServiceNow provides SLA framework, out of the box reports & performance analytics capabilities which can help to implement reporting and governance. Its features like access & visibility controls inherent on the platform meets GDPR and other regulatory

frameworks requirements. Along with this, it provides OOB connectors, Integrators, powerful workflows, virtual agent, predictive intelligence, AI-ML features, Enterprise digital documentation features, multilingual support can be utilized to fulfill the service level agreements and deliver the services excellence.

Architecture model for delivering HR Services

It is important to have a proper architectural and delivery model to achieve delivery excellence.

As HR Services company you can use one customer specific instance of SaS Platform like ServiceNow which provides control and flexibility for configuration and customization as per client requirements or use Managed Services Provider (MSP) Model which enables services providers to onboard multiple customers or different entities of same customer with visibility data access control.

“Unified” -HR Service Desk/Support can be established on SaS platform with required access controls for agents, HR managers, L0, L1 Support groups. With a domain separated model, data and process separation are provided automatically. Properties, UI aspects, portals can be configured for each client getting onboarded as per the requirement.

Recommendations for HR Services /Departments

HR departments or HR services companies need to have a long-term plan with measurable goals for each of the services they are offering to their employees and customers. It's always better to start with a small or OOB provided set of services for delivery and expand/scale up with definitive timelines. Organizations who are deciding to outsource HR Activities to HR Services companies need to have an agreement on long term vision,

governance model (KPI monitoring and reporting), get executive leadership approvals.

It's important for organizations to check credibility of HR Services providers skills, experience, availability of SMEs, infrastructure set up (enterprise software deployed) and how current operations would be managed without disrupting the current model. Exit mechanism, data protection and handover need to be in place in case service provides fail to deliver the expected outcome.

Conclusion

For HR Departments or HR Services companies to achieve digital transformation objectives, deliver services with excellence, scale as per demand, provide data security and reduce ownership cost, a unified Enterprise level HR service platform such as ServiceNow is the need of the hour to digitize and deliver HR services.



About the Author



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Girish has 20+ years of IT experience and has led several IT & HR transformation projects on ServiceNow for global organizations. He has strong experience in BFS domain products.

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