# Human Resources in a Digitally Powered World

A perspective on how the HR function can leverage the power of AI and smart automation to drive employee and organizational success.

# We Live in a Technology-Driven World

Elements of artificial intelligence (AI) have fast permeated the world around us, from the home and car to shopping and banking. In fact, it has become so commonplace that the average person no longer views such advances as AI at all, or even technology, but simply how best-in-class products and services function today. With the evolving demands of today's consumer, along with the elevated expectations of what the tech-savvy knowledge worker has become accustomed to, it's clear that a technology-powered world is here to stay.

With this rapid development, the world of work is experiencing a radical make-over, led in large part by organizations' unrelenting appetite for innovation and competitive advantage. This is driving corporate leaders to rethink new and unique ways to maximize the talents and capabilities of their workforce in this digital-driven age.

Technology and the markets are moving at lightning speed. The companies that get it right have the potential to have a clear market leadership role and an employer-of-choice brand, while the ones that fail to embrace automation and technology – in a human-centric way – risk becoming obsolete in a very short time. We will explore these themes in more detail through this point-of-view.

> "Human resources is about PEOPLE, and people are not simple, as they have multiple vectors like cultures and mindsets. How AI can contribute with meaningful insights and decision-making in this 'complicated and multi-dimensional space' will be an evolution in itself."
>
> **Arun Sundar**
> Chief Strategy Officer, TrustSphere
> Chairman, Asia Analytics Alliance (A special interest group of Asia Cloud Computing Association)

# An Opportunity Anchored in Data

Business leaders constantly talk about gathering and mining deeper levels of customer data for insights that can drive incremental revenue opportunities. Less frequently do we hear this conversation in the context of an organization's workforce. In our view, this is perhaps even more important, as insights around efficiency, productivity, talent engagement and satisfaction levels, to name a few, are critical drivers of a firm's health and potential. These are often the difference between a good and great organization.

Just ask some of the "employer of choice" top rated firms year in and year out – Google, Microsoft, Apple, Diamler, IBM, LG and Siemens. Correlate this to their annual stock performance and market capitalization, and the picture becomes clear: a strong HR-led culture is a primary enabler to performance, and this can only happen through data, innovation and an unrelenting appetite to empower people to do more.

## So what is AI in a Human Resources Context?

Data and analytics, coupled with AI and process optimization solutions, can bring tremendous benefits across the employee lifecycle – from recruitment, employee management, compensation and benefits determination, to performance reviews, training and development. The exciting potential of this means workers across all spectrums of the skill set should be relied on more in the future as "business partners" and "thinkers", rather than simply workers overburdened by administrative and other manual, time-consuming tasks.

In simple terms, AI applied to the world of work presents a number of exciting possibilities, but in simplest terms, it can be viewed as a set of technologies that can gather and analyze large volumes of data, automate and streamline key business processes, (especially repetitive, high-volume ones) and distill unique insights from a number of disparate sources.

Artificial intelligence can create efficiencies at scale, and is the anchor to much of the new technologies organizations are fast embracing.

## Trends in HR Technology

A number of key developments are impacting today's HR function – and this is creating a huge white space in new technologies that can benefit the organization – and worker – be it in the form of greater efficiency gains or simply a happier and more engaged workforce.

First, tools that enable continuous monitoring of performance are coming to the fore. A formal review every six months is becoming obsolete. Providing employees with one interface that they can access whenever, wherever, on any device, is increasingly the path many organizations are choosing to take.

With companies encompassing one data model to enable real-time KPIs to track and monitor performance, many of the laborious tasks will become redundant and the process will become increasingly more streamlined and automated. Real-time talent management will continue to blossom as companies evolve in today's digital age.

To further this, utilizing analytics and data in intelligent ways will continue to shape employee management in the future. Tools that enable relevant data to be collected and shared between departments, with ease and consistency, will become commonplace.

All of these aforementioned points leads naturally to the basic level of sophistication today's worker expects. Most employees are now extremely tech-savvy and expect a seamless, unique experience on a day-to-day basis. The workforce will increasingly comprise more millennials – meaning that organizations need to constantly invent new ways to engage their employees as a new generation of workers simply expect cutting-edge technology to support them in their job. This will be the difference in attracting top talent from the market – and harnessing it as a firm's greatest asset.
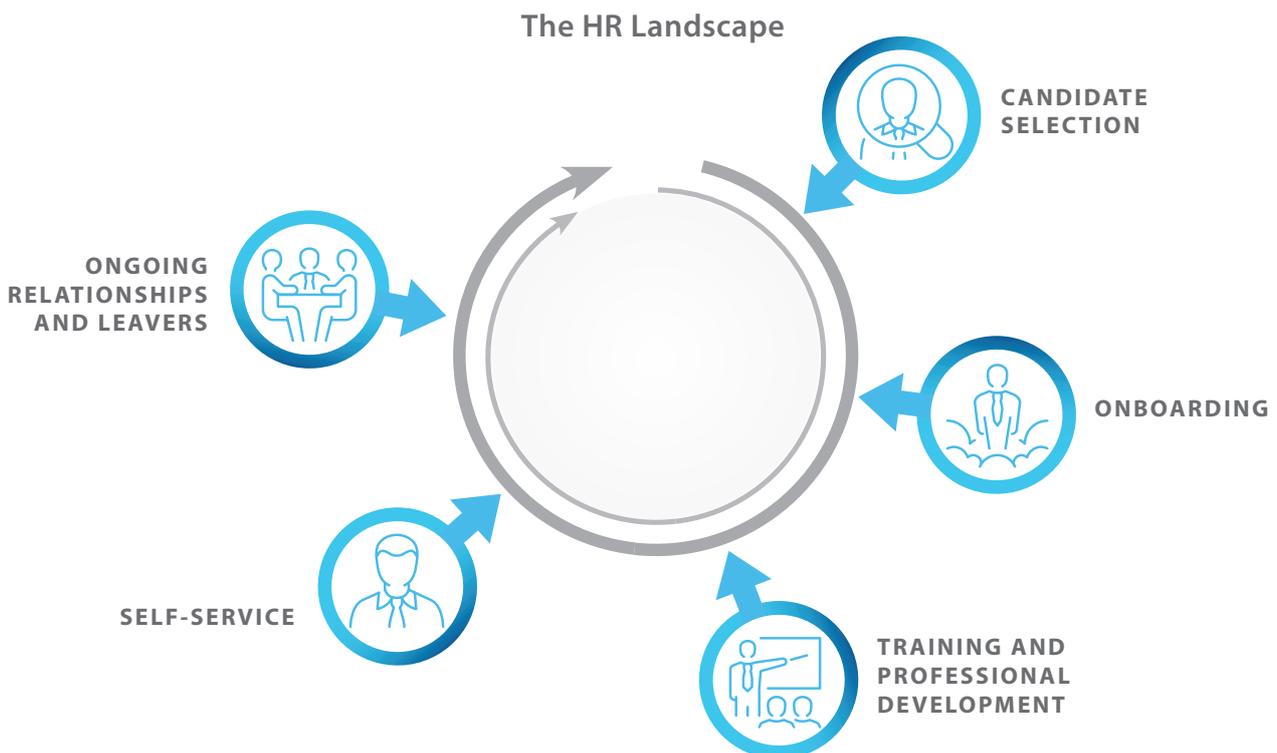
## Can AI Really Revolutionize the HR Landscape?

It's clear that new disruptive technologies are having a profound impact on the HR landscape – and thus on how organizations design new business processes and customer experiences.

AI can be utilized to speed up workflows in many other ways and create better experiences for customers and employees. The potential of these new capabilities, which we will explore more, aims to amplify the potential of workers by reducing repetitive, time-consuming tasks and thus leaving more time for higher-value work.

## More Efficient Recruitment

Recruiting teams can realize significant efficiency gains by automating certain processes in their work areas. For example, manual screening of resumes can be one of the most time consuming parts of the HR process, particularly when up to 85% of resumes received are often deemed unqualified.

Resume screening and candidate shortlisting can realize considerable gains when smart technology can be applied to a specific part of the value chain – translating into a vast reduction in time-to-hire, which in turn can yield cost savings and productivity gains in staff. The automation of candidate screening can also reduce bias, which inevitably creeps through in human selection around age, race, sex and demographic-related information.

### The HR Landscape



CANDIDATE SELECTION

ONGOING RELATIONSHIPS AND LEAVERS

ONBOARDING

SELF-SERVICE

TRAINING AND PROFESSIONAL DEVELOPMENT

## Intelligent Screening Software

Automation of resume screening is just starting to gain momentum. Intelligent software uses machine learning on an existing resume database to learn which candidates can progress to become successful or unsuccessful employees based on tenure, performance and churn. Such capabilities can also learn about the talent and skills required to be successful in specific roles, and apply this knowledge to shortlisted candidates for future positions.
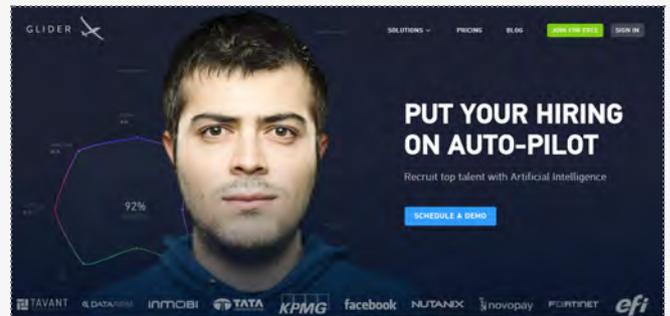
A candidate's profile can be enriched by supplementing it with public data sources, such as social media profiles, in order to provide a more holistic overview of the potential employee. Imagine leveraging an individual's social media activities (beyond just LinkedIn) to determine – socially and behaviorally – if there is alignment to the organization's culture. This is the future of intelligent screening.

## Digital Interviews

Interview software is a burgeoning space, and with today's integration capabilities, online interviews incorporate various pieces of information in order to assess job candidates and best match them to roles. It can also significantly lower the time needed to assess an applicant, and even lower travel costs.

Erica Hill, managing editor at HireVue, believes that AI can speed up the assessment of job candidates without sacrificing the quality of a hire. It can turn a 15-minute video of an interviewee into a set of 20,000 data points on intonation, facial movements and word choices to assess candidates.
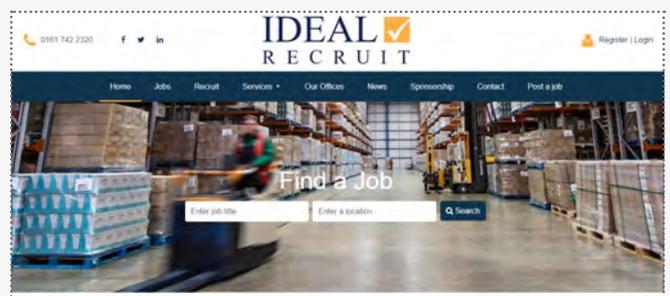
Companies using AI-powered recruiting software have seen incredible results:

Cost-per-screen reduced by 75%, revenue per employee improved by 4%, and turnover decreased by 35%.

Ideal: AI for recruitment: A definitive guide for HR professionals

**Glider** – Assesses candidate skill sets through sophisticated algorithms.



**ITS Recruitment Agency** – Analyzes candidate suitability for job listings for clients through AI.
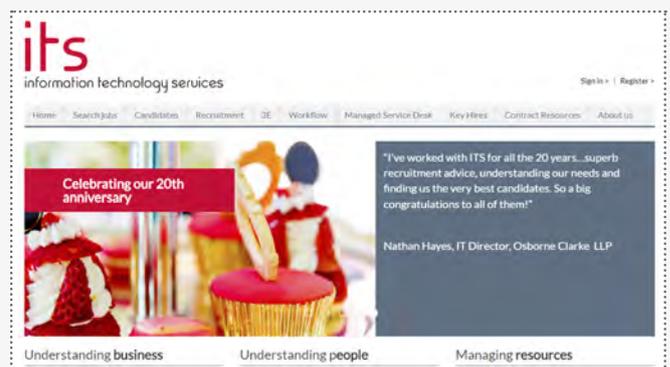


**Ideal Recruitment Platform** – Increases recruitment efficiency with AI, citing a 3X increase in hires per recruiter.

## Interactive On-boarding

Intelligent bots will replace all the basic, mundane tasks that HR staff deal with during the on-boarding process so that new employees have a fully functioning, autonomous HR guide on hand whenever they need it. These tools can create new employee profiles and provide pertinent information that is specifically relevant to that individual.

Imagine an employee joins on day 1 and downloads their "online buddy", which guides them through the entire on-boarding process. The bot provides voice-controlled assistance and helps in query resolution, which allows the new employee to ask "basic" questions that they would otherwise feel embarrassed to ask their new employer. The tool updates the new joiner on the status of their induction and captures feedback to provide updates to key stakeholders.

We are witnessing a burgeoning usage of these new technologies that provides innovative ways to connect with an organization's workforce, especially the millennial generation. Companies are discovering the importance of how these innovations can play a frictionless role in attracting, on-boarding and retaining a new generation of talent.

> "Companies who have employed AI-based learning technology have seen a 32% increase in employee productivity and a 43% increase in retention."
>
> George Elfond
> CEO, Rallyware workforce engagement platform

## Training and Development

The augmentation of learning and development may be where AI can have the greatest impact for the individual and the organization. Utilizing new capabilities for training and coaching can provide a truly personalized and customized session for employees, in which learning experiences fit each employee's personal needs, learning style, retention speed and even interests. Sophisticated tools learn what works best and can introduce individually-tailored, customized training programs to foster development, but also personal engagement in the company.
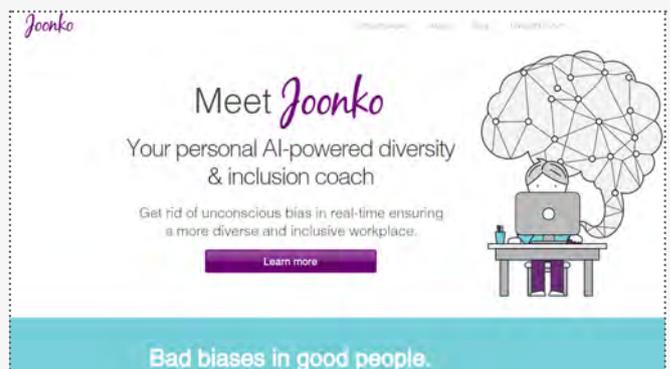
Online classes are just the start – an intelligent L&D capability will know what pace the student is learning, and inserts like a video or quiz can make the content more engaging. This 'adaptive learning' enables employees to master all areas of key topics before moving on and offers more tailored curriculum based on the individual.

In the past, performance data was a snapshot in time, often captured annually. But now, most data is electronically inputted frequently through a performance management system to track an employee over time. Feedback and insights could be instantaneously analyzed to help managers proactively act in real-time as situations warrant.

**CoachBot** – A Virtual coach that asks team members about their style of working and challenges.



**Joonko** – A personal AI-powered diversity and inclusion coach.

## Employee Self-Service

HR teams are inundated with recurrent questions from employees, which can easily be automated by tools like a chatbot, freeing up an HR manager or generalist's time to engage effectively and efficiently with employees on important topics.

New developing capabilities utilizing robotic process automation (RPA) can automate a number of complex, rule-based transactions. This includes manual and repetitive tasks such as payroll, control points, validation and absence, along with allocation or de-allocation of workforce and resources. Automated systems can study huge data and extract required information, predict trends and patterns, and present it as simple reports for managers.

**x.ai** – A virtual assistant that automates the process of scheduling meetings for teams.
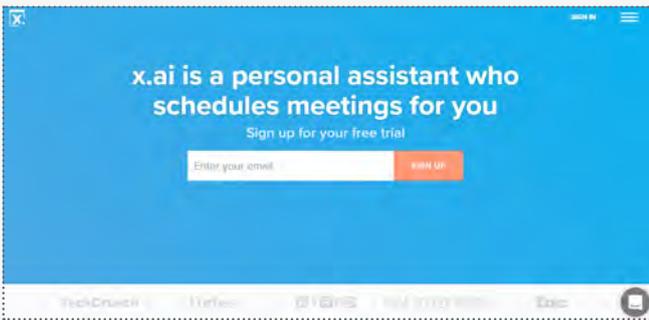


**JOBOTI** – A virtual HR assistant for common Q & As.
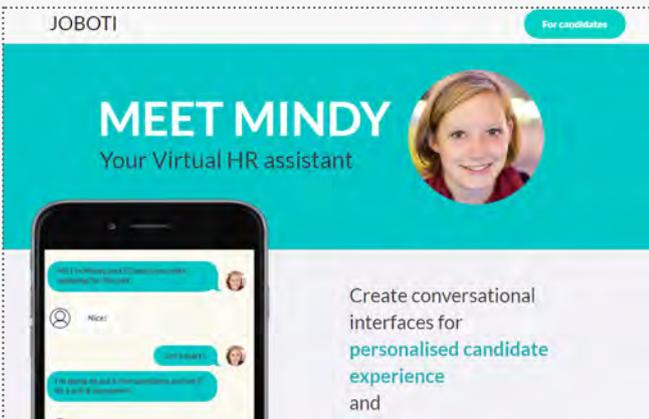


In addition, a unified knowledge base solution can help the HR support team find the right source of information across several data sources (Sharepoint, Yammer, Workday, SAP, etc.), providing an accessible, user-centric dashboard for questions that cannot be efficiently answered by a chatbot.

Leveraging the greater potential of big data automation can improve overall team efficiency, thus enabling key HR team members to focus on higher value activities.

## Ongoing Relationship Management

Predictive analytics in HR utilizing AI can provide unique insights for managers. Leveraging employee data, trends and sentiment analysis can enable a leader to predict potential flight risks (before it's a lost cause) to take corrective actions long in advance.

To absorb the impact of disruption of jobs in the future, HR executives will need to redefine what progression looks like in the organization and embrace a more flexible approach to career development amongst their employees. Talent management will emerge as the most important function to ensure employees are coached properly through this impending transition.

**Afiniti** – Continuously scans enterprise 'big data' on voice, chat, web and email interactions to discover effective behavior patterns.
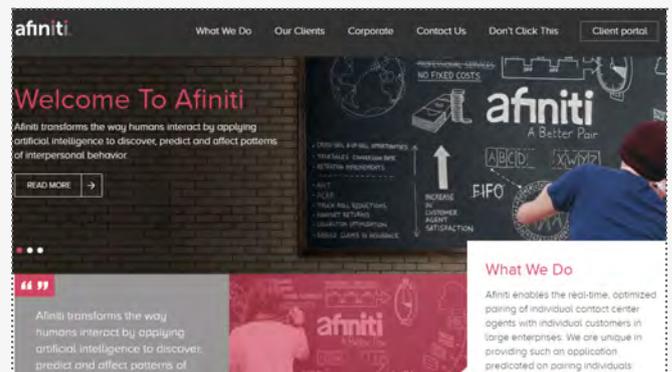
## A Symbiotic Relationship Between Worker and Technology

The power of technology is growing dramatically as the world around us rapidly becomes more digital. Technology needs to become a trusted partner at work, augmenting and supporting an individual's role in a smart way so that an organization's valued knowledge workers can continue to focus on the 'human' tasks of the job.

Big data and analytics will enable learning and development to be more customized, cheaper and more abundant, in a system that can manage more employees. Algorithms will continue to replace some of the more admin-based roles that exist today. This will require a constant reskilling and upskilling

in the workforce – but one that can truly enrich the employee and provide them with a better platform for growth and engagement in the years to come.

Finally, an organization's own people need to be included in the journey from the offset when leaders set out to identify how to create large-scale process efficiencies in the organization – so that their most-valued employees have a sense of ownership and commitment.

AI will inevitably augment HR roles, with machines working together alongside the HR employee. We see this revolution bringing in a world of greater opportunity for organizations and workers alike to achieve more and realize the full possibilities of smart automation.
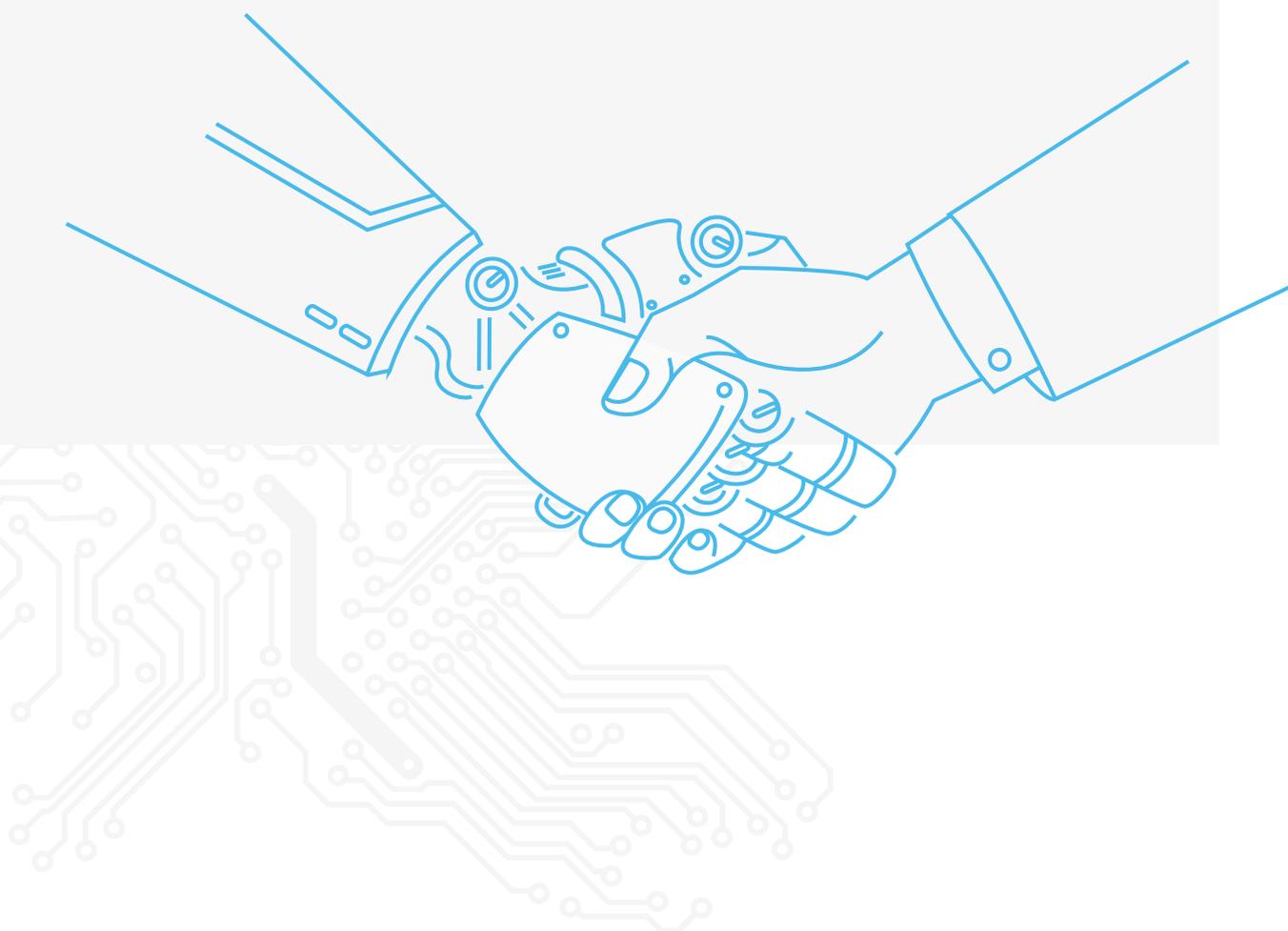


## About Infosys Consulting

We are a global advisor enabling organizations to reimagine their future and create sustainable value leveraging disruptive technologies. And as part of technology leader Infosys, we have access to a global network and delivery capability of 200,000 professionals that help our consultants implement at scale. To see our ideas in action, please visit **InfosysConsultingInsights.com.**

# About the Experts

**Simon Tucker** – **Partner, Energy and Utilities  Practice (Europe)**

Simon is the Europe energy partner for Infosys Consulting. He has over 15 years of experience running high performing transformation teams in oil and gas globally. Simon has held consulting partner roles at BP, Shell, Cofco and Tullow Oil, running large teams that discover, value and deliver business transformations for both domain (downstream, shipping, trading and upstream) and functional areas. In particular, he led the recent Noble Agri carve out from Noble Group, achieved in just 90 days. Simon started his career at Siemens in Germany, specializing in mergers and acquisitions for the conglomerate, before moving to PWC, IBM and Infosys.

**Kishor Gummaraju** – **Partner, Intelligent Automation Practice (N. America)**

Kishor is a managing partner at Infosys Consulting with extensive experience in consulting, innovation, business development and running business operations. He has been responsible for delivering large business transformations and significant innovations in the manufacturing, retail & CPG industry. Kishor focuses on driving operational effectiveness in organizations through digital transformation and automation. He is a seasoned practitioner of design thinking and agile as a means to drive organizational change and business transformation. His current area of focus is driving value leveraging AI and intelligent automation – and scaling its capabilities across our key U.S. clients.

**Anmol Jain** – **Associate Partner, Advisory Practice (APAC)**

Anmol leads the firm's CIO advisory practice for the Asia-Pacific region. He has extensive experience in consulting and business transformation, primarily across the financial services industry. Anmol has deep expertise in defining new business operating models, process optimization, banking transformations and digital ecosystems. He previously worked with sister company Infosys Finacle, and prior to that in roles with Capgemini and Accenture. His current focus area is on driving business value for clients through automation and collaboration by harnessing the potential of AI, cloud and analytics. Anmol is also a pro bono advisor to several start-ups in the region.

**Mick Burn** – **Associate Partner, Enterprise Change Practice (Europe)**

Mick is the UK practice lead for Infosys Consulting's enterprise change practice and a subject matter expert in HR transformation and change management. He has over 18 years of experience in IT, digital, business process outsourcing, process re-engineering and business transformation programs. Mick has deep knowledge and expertise in selling, shaping and delivering large, complex change programs for a range of global clients across the oil & gas, retail, FMCG, manufacturing and pharmaceutical sectors. Prior to joining Infosys Consulting, Mick was a change management specialist at Accenture for over a decade.

**Jennifer Hiley** – **Principal, Disruptive Technologies Practice (Europe)**

Jennifer is part of the disruptive technologies practice in London and has over 18 years of experience in digital. She has been a passionate evangelist of the mobile channel since 2005, setting up and running start-up mobile agencies in both the UK and Sydney, Australia. Jennifer joined Infosys Consulting 5 years ago and has since held senior strategic roles in managing design thinking, UX teams and digital transformation programs for some of our top clients. She is also a co-founder of the UK chapter of Women in Wireless, whose mission is to inspire, connect and empower women in digital.

**Daniela Statna** – **Manager, Global Learning & Development**

Daniela joined Infosys Consulting 10 years ago and leads our regional learning and development strategy and programs for the firm. She's responsible for continuous development of training and development concepts for new hires and experienced staff, as well as for establishing professional processes, services and tools for talent and performance management within the organization. Daniela is a Swiss native, is fluent in three languages and studied at the University of Basel.

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