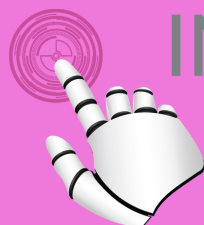




When HR Gets Intelligent

How companies are effectively utilizing Intelligent Automation to transform their HR departments

From the *Intelligent Automation Dreams vs. Reality: 2018 IA Week Industry Survey*



INTELLIGENT
AUTOMATION
for HUMAN RESOURCES

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Summary

01

As we progress through the digital age, every industry is feeling the effects of change. Intelligent Automation is no longer relegated to just the tech experts – it's been adopted extensively in IT and finance; now HR beginning to adopt IA as well as a way to boost efficiency and decrease costs. As the business landscape continues becomes ever more competitive, HR departments are realizing that they need to up their game.



CHART 1.0: COMPARING IA INTEGRATION IN HR AND IT DEPARTMENTS

Time saved recruiting, managing talent, performing administrative tasks, and handling mobility concerns is money saved. Currently only **37%** of HR departments utilize IA, compared with **53%** of IT departments. This report, drawn from a survey of individuals that includes functional heads of HR as well as procurement, technology and shared services leaders, dissects some of the major concerns involved with implementing IA in HR functions. The survey was conducted by IQPC's Intelligent Automation Week Series. The report provides suggestions on how decision makers can improve their technology selection process to enable more seamless integration of IA for the business as a whole.



Why Companies Invest

02

1. Speed and Efficiency

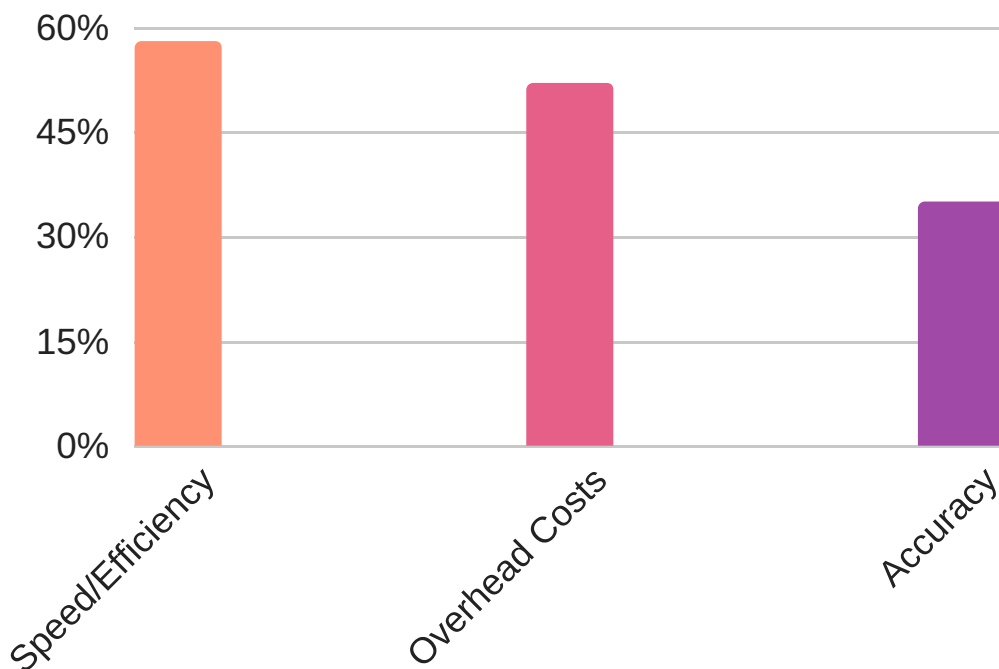


CHART 2.1: MAIN REASONS TO INVEST

Before analyzing the key issues around implementing IA into an organization's HR department, it is important to understand the drivers behind automation. Of the surveyed pool, **58%** responded that they would invest/are investing in intelligent automation in order to increase the speed and efficiency of **transactional process delivery**. This includes administrative duties such as recruiting, maintaining employee records, handling benefits, and administering performance evaluations.



2. Overhead Costs

Cost was another major factor in companies' decision to invest in IA for HR. IA's promise to **reduce overhead and operational costs** is certainly a major draw for many decision makers. **52%** of respondents agreed that IA is an investment with the potential to yield major benefits. It's common sense that increased productivity results in decreased costs; automating routine tasks speeds up processes and frees employees up to do more skilled, value-added work.

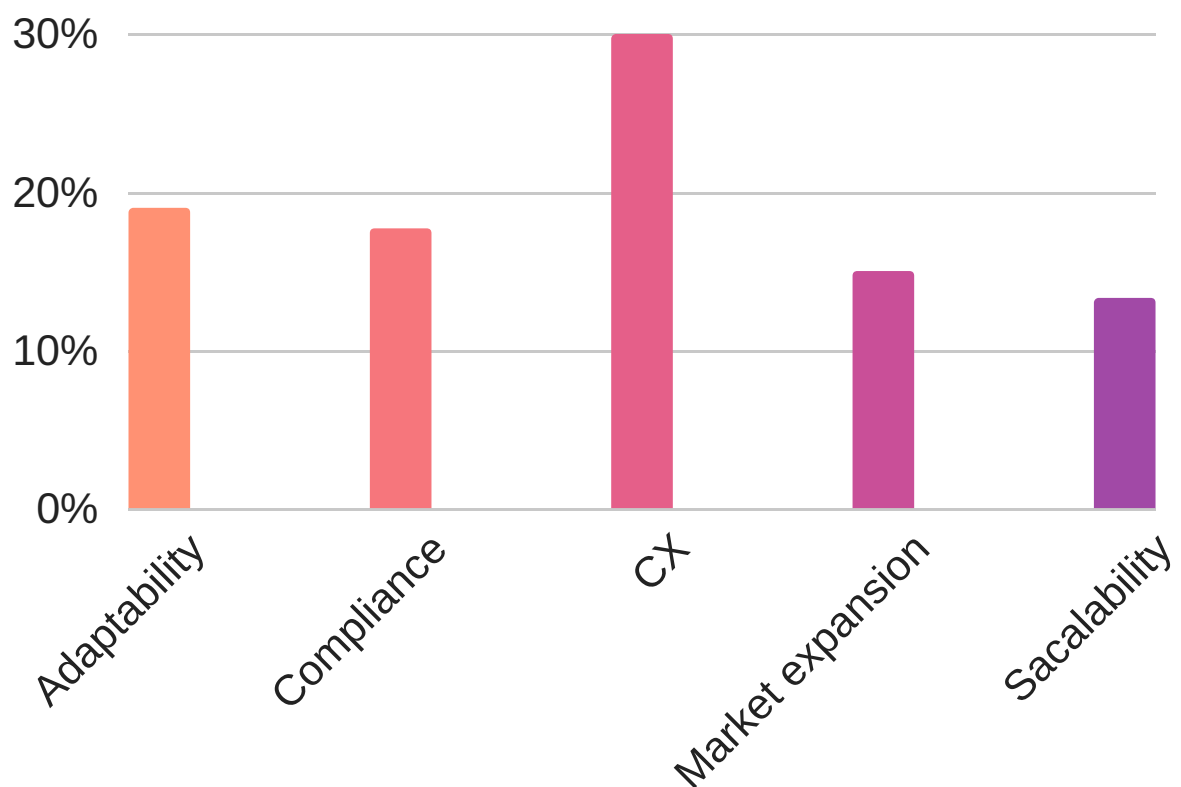


CHART 2.2: ADDITIONAL AREAS OF POTENTIAL BENEFIT



3. Accuracy

Companies were also interested in benefiting from the **increased accuracy and service quality** that could result from investing in IA for HR departments. Eliminating the human element means significantly reducing inaccuracies as a result of human error. The importance of clean HR data is well outlined in this [HRMS piece](#). Incorporating IA into the HR processes will not only help maintain solid documentation of screenshots, tasks/workflows, and guidelines for all employees, but also maintain consistency. Providing consistently accurate data helps companies stay on top of their employees' activities and efficiency.



New Solutions: The selection process

03

1. Priorities

Once a company identifies the benefits of investing in IA for HR, the next hurdle is selecting the right provider. When selecting new IA solutions, the majority of respondents ranked **usability** (how easy it will be for the team to use) as of utmost importance. The second most important factor was **cost and ROI**, followed by **speed and ease of implementation**. While the first and last factors may seem to be one in the same, usability relates more to everyday ease of use on an ongoing basis, whereas ease of implementation is the transference of a human system to a robotic one. Companies want to be sure that they are not only able to transition from the old system to the new, but also that their team is able to continually work with it. The bottom line, of course is cost: is it financially sensible to pursue a higher-tech solution? If the IA implementation is done properly, speed, efficiency, overall productivity, and overall cost savings will be the result.

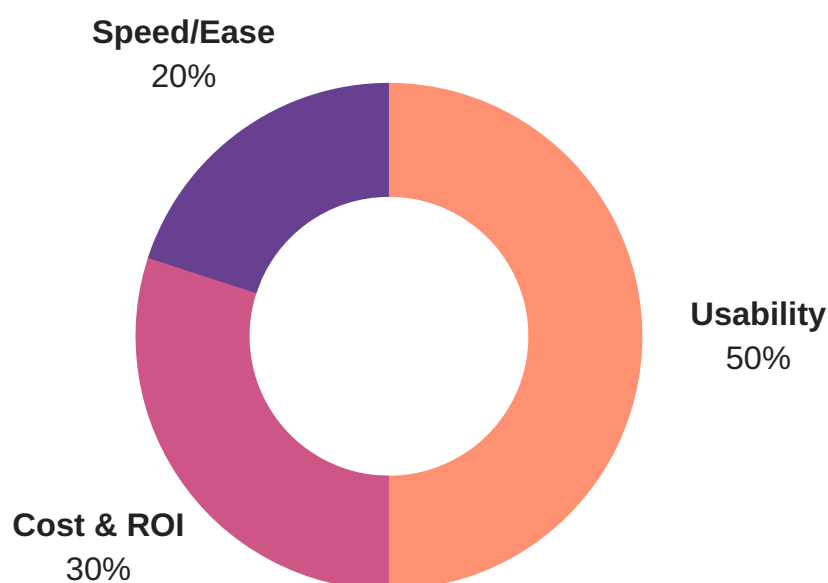


CHART 3.1 NEW SOLUTION SELECTION PRIORITIES



2. The Challenges

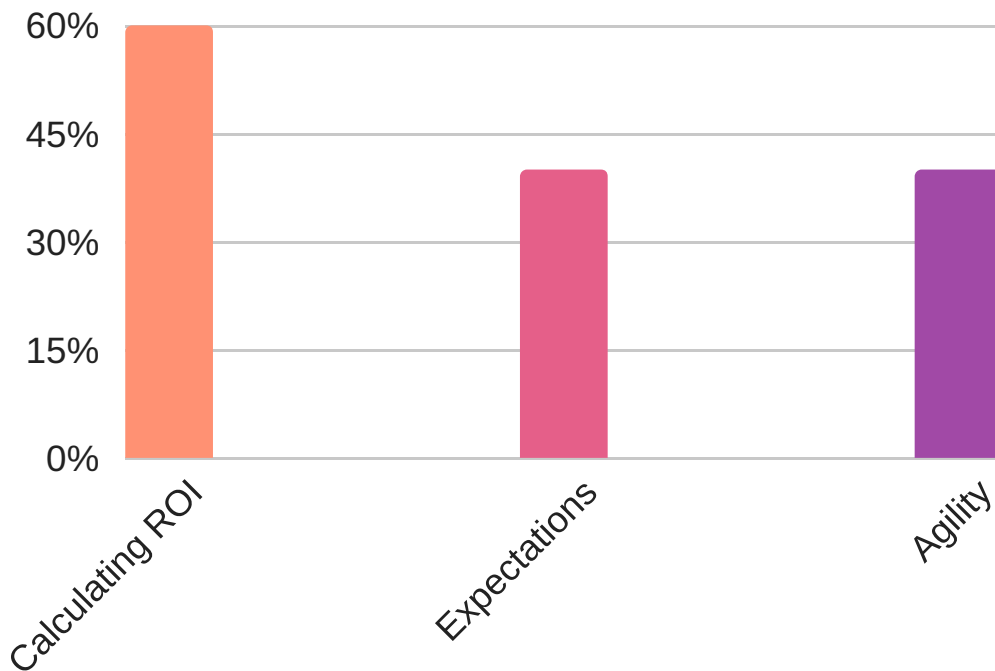
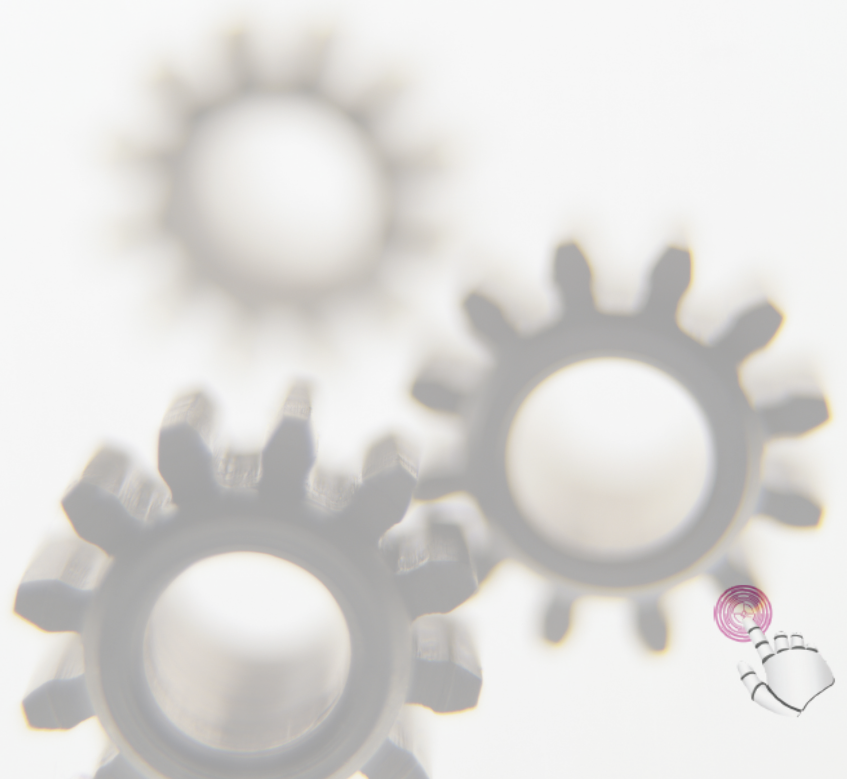


CHART 3.2 NEW SOLUTION SELECTION CHALLENGES

Evaluating the ROI, however, can be a challenge in and of itself. An overwhelming majority (**60%** of respondents) reported that calculating cost and ROI was a top challenge they faced when evaluating on a new IA solution. Other perceived challenges were related to managing realistic expectations, which proved to be an overriding theme for respondents across the entire survey. **40%** found it challenging to properly estimate ROI because understanding the size, scope, and/or complexity of the project was so difficult. Additionally, given the rapid pace at which technology changes in this day and age, addressing the question **“Will this technology still be relevant in 5 years?”** was a valid concern shared by another **40%** of respondents. Selecting an agile solution with flexibility may protect against static and inflexible backends. The ability of a solution to change with the times will safeguard against poor ROIs, but that doesn’t mean it is not still a legitimate concern.



The investment has been made, the solution has been chosen, and now it's time to operationalize. When it comes to operationalizing Intelligent Automation, the largest share (**43%**) of respondents reported that developing change management frameworks was the biggest challenge they faced. Others (**27%**) found there to be a significant lack of subject matter experts and qualified talent needed to ensure success. Here again, properly managing the expectations in terms of time and capability proved challenging. While it is essential to partner with IT in order to alleviate many of these concerns, respondents reported that this in and of itself may present its own set of obstacles. In addition to the aforementioned challenges, an additional **28%** of the same respondent pool indicated issues with standardizing pre-automation processes, and another **28%** found it challenging to determine what process elements should and should not be automated. These topical concerns will be covered in the Interactive Discussion Groups session at the **2018 Intelligent Automation in HR Summit**.



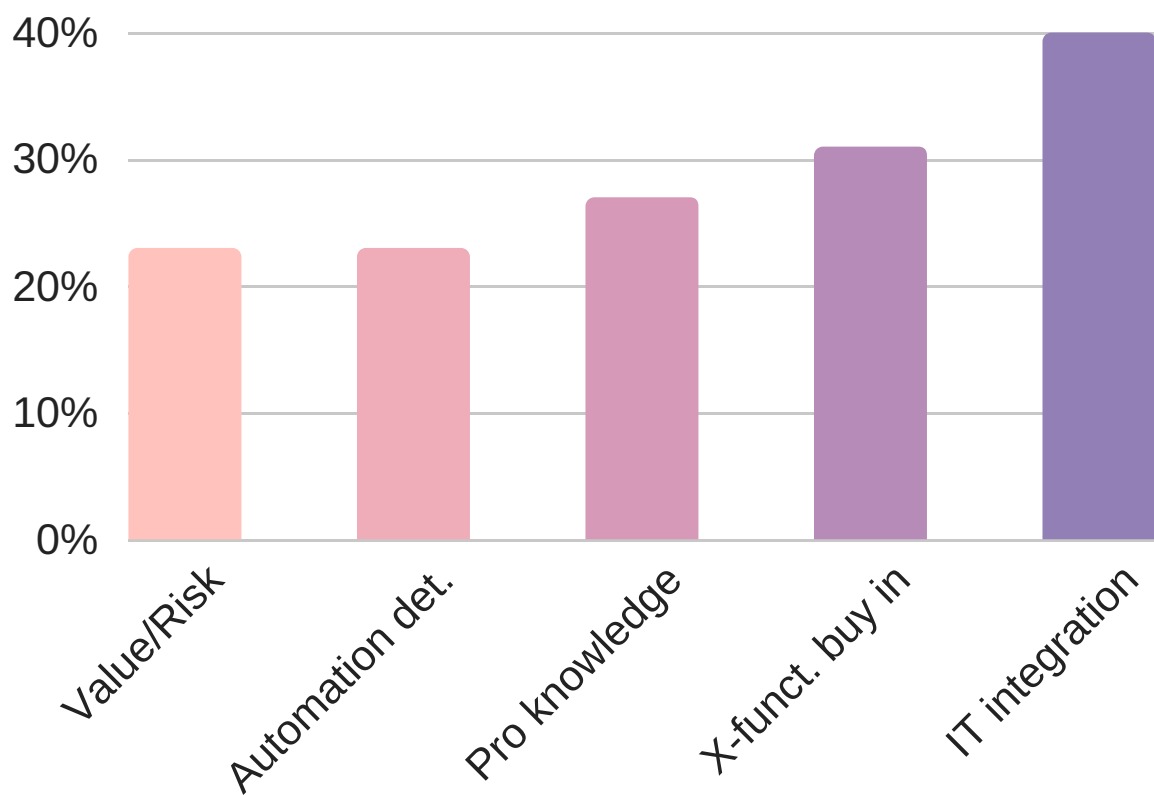


CHART 4.1 TOP CHALLENGES OPERATIONALIZING IA



Why IA Implementations Fail

05

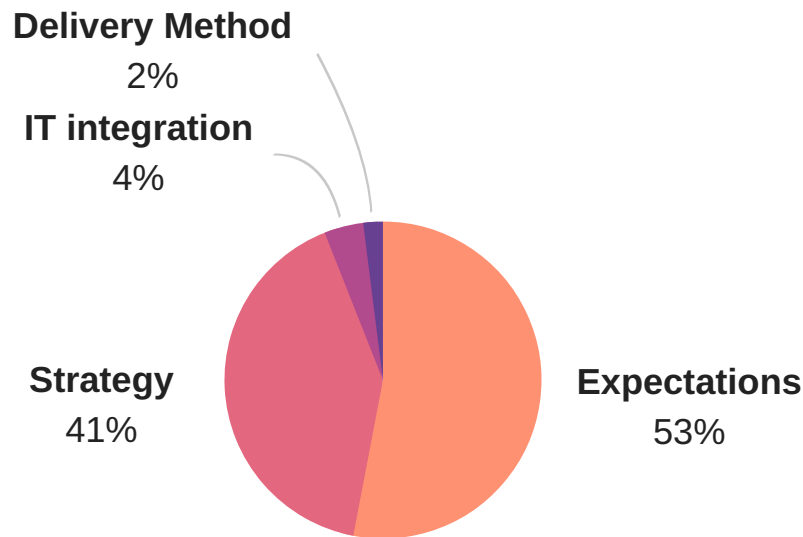


CHART 5.1 WHY IA IMPLEMENTATION FAILS

As noted, there is one overriding reason that IA implementations do not succeed: failure to manage expectations. IA for HR offers so many opportunities, but only if the organization maintains realistic expectations of what the tools can do and how the company will interact with them.

53% of survey respondents indicated that expecting too much too soon from an IA solution is what leads to its downfall. Another **41%** reported that lack of a solid change management strategy contributed to failure. From this data it appears that the issue is not necessarily with the solutions themselves but more with the human factor. Companies may want to consider their role in IA's success rather than assuming that any given solution is ineffective.



Advice for Decision Makers

06

1. Strategic Alignment

Those who have experienced the peaks and pits of implementing IA for their HR departments have words of wisdom for decision makers on the cusp of bringing these solutions to their organizations. **57%** of the surveyed pool said collaborating with the business to ensure strategic alignment will help alleviate potential pitfalls that could arise early on. Coordinating a well-planned transition will safeguard against the age-old adage, “Fail to plan and plan to fail.”

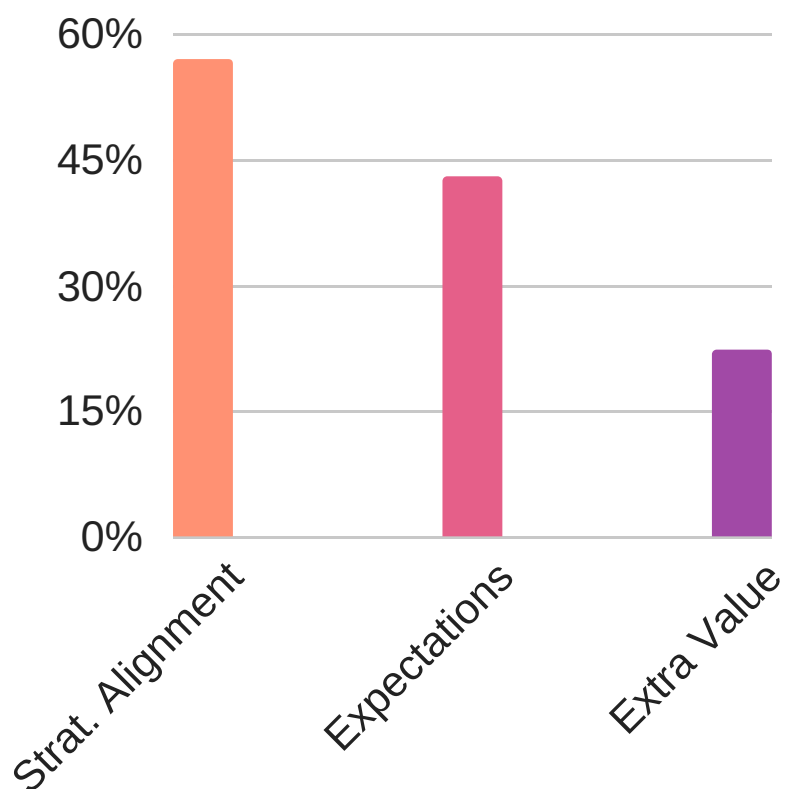


CHART 6.1 ADVICE FOR DECISION MAKERS



2. Realistic Expectations...again

Another **43%** of the group reiterated the importance of setting realistic expectations; they detailed these to be related to costs, targets, and timelines, indicating that these were the most important metrics to consider so as not to overshoot and promise too much to the rest of the company too soon.

3. More than Numbers

Finally, respondents suggested that decision makers consider how IA for HR could deliver value beyond direct cost savings. While financials are the most obvious indicators of success, value can also be measured in degrees of time saved, stress reduction, increased accuracy, and worker engagement. For example, identifying and prioritizing IT requirements ahead of implementation can alleviate headaches in the long run.



Respondent Profile

07

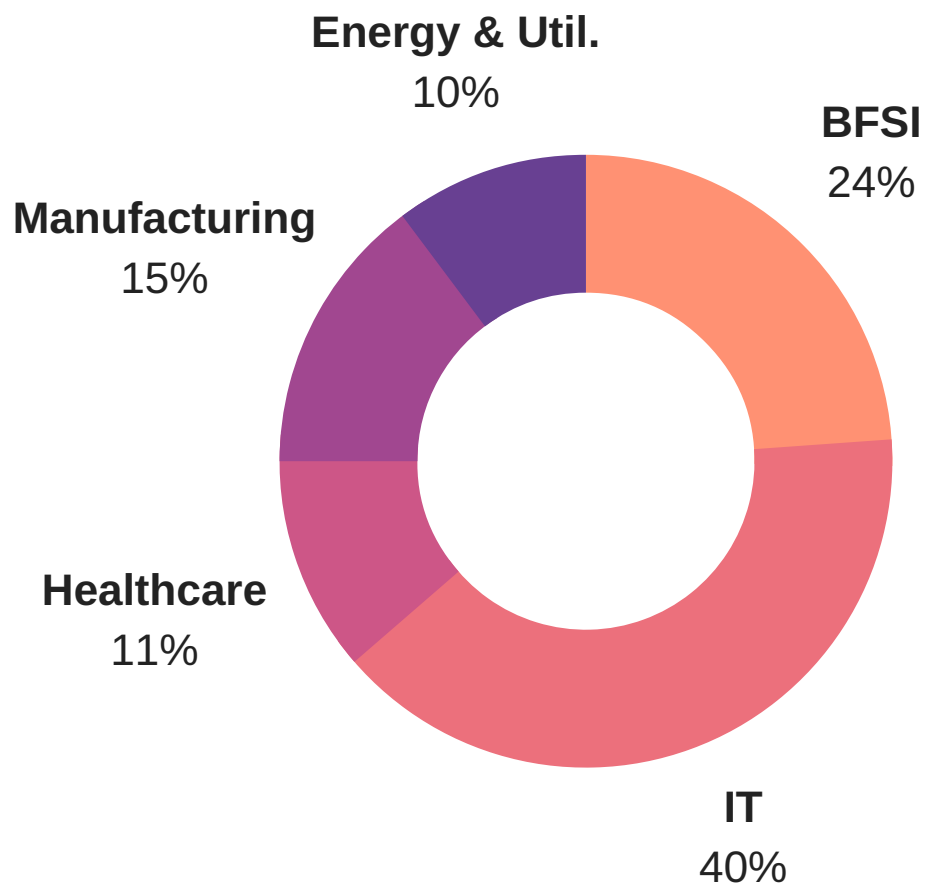
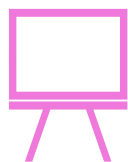


CHART 7.1 INDUSTRIES PROFILED



Join us to get the inside scoop on all things
IA for HR

You'll get to experience



Case Studies

Learn from industry experts at Dell Technologies, First Data Corporation, CBRE, and World Bank about their successes and failures.



Workshops

Break down the ins and outs of piloting a successful IA program and then scaling up.



Meet with the Best!

Experience peer-to-peer learning at its finest through networking breaks and scheduled activities.

Agenda



Sponsorship



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