

## Selecting HR Technology to enhance employee experience

We all know that a great employee experience is key to increase employee engagement, and that increased employee engagement drives retention. Key metrics that HR practitioners should be focusing on in our current labour market. But how do we use HR technology to help us enable a great employee experience? And crucially, how do you choose the right system for your organisation?

It's not faith  
in technology.  
It's faith in **people.**

STEVE JOBS



### Consumerise our Employee Journeys

Historically, the primary role of HR technology was automation and streamlining of processes. The technology was there to support our day to day work and hopefully reduce some admin burden. Today, while this is still true and necessary, we can use HR technology for so much more.

Embracing consumerisation means stepping away from just process automation to reinvent HR. The world around us is changing constantly. Our employees want to work in ways that mirror their digital lives. Using Spotify, Netflix, Insta and so on, doesn't require a training manual. They look good, they are intuitive and are intended to be effortless. In order to truly increase

employee satisfaction and see the productivity gains, our workplace experiences need to use innovative digital strategies and tools.

So what do we mean by "journeys"? An employee journey basically means the time the employee spends with an organisation and all the experiences, events and touchpoints that occur in this time. The onboarding process is probably one of the most common examples. A new employee shouldn't be expected to print out documents, manually complete them, scan them and email back. Immediately their satisfaction levels drop, they become frustrated and disengaged. Whereas, an onboarding process where they receive an email, click on a link and complete all the necessary information on their mobile device, feels seamless and modern.

## Empower our Employees

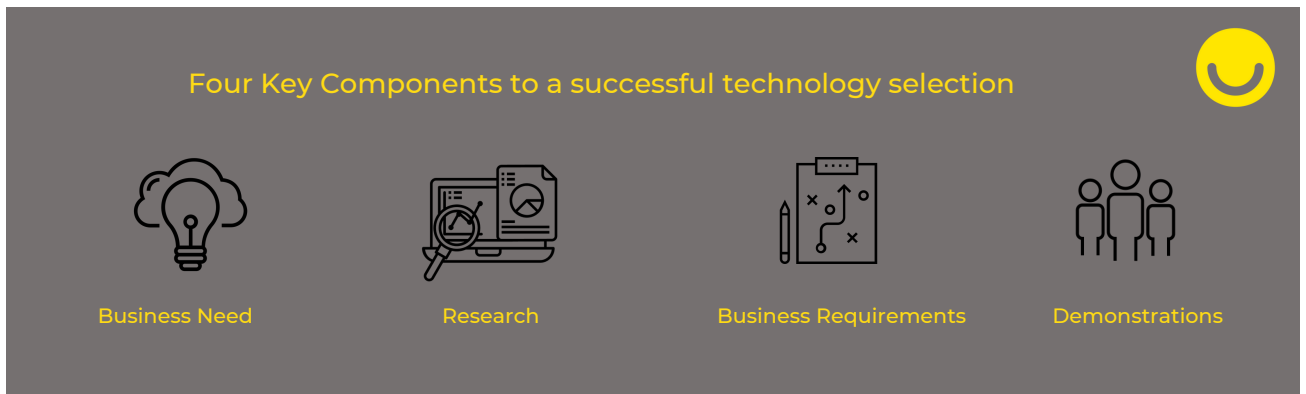
As HR, we know that when employees are empowered, satisfaction and engagement are higher. And of course, empowering employees can also help to increase productivity. But how does technology fit with this?

If implemented well, HR Tech should:

- Put employees in charge of their own information - no more waiting for HR or Payroll to update data. Employees should be able to do this themselves - after all it's their data right?
- Create more autonomy for employees - imagine a system where employees can update their skills and experiences, view and apply for internal jobs or projects all without having to make a time to talk to their Manager or HR.
- Foster communication between employees. This is key - especially as so many of us work remotely or in a hybrid model. Being able to communicate, provide feedback and recognise our peers is more important than ever.
- Create easy to navigate journeys like onboarding, going on leave and offboarding. These journeys should be customised for individual employees based on their unique circumstances.

Ultimately, well designed HR Technology solutions will relieve pressure on managers, and create efficiency for HR staff, while giving employees a sense of empowerment and engagement in the workplace.

# So how to select the right technology for your workplace?



We believe there are four key pieces to the puzzle of selecting the right technology. So often, we see selection process go astray as one or more of these have been missed. Let's discuss these in a bit more detail.

## Business Need

In a perfect world, all system selections would be driven from a well defined strategic roadmap with alignment to the business strategy.

Technology can be a powerful tool to help organisations achieve their strategic goals. Aligning strategy and technology can help increase efficiency, reduce costs, and improve customer and employee experience. It's key to ensure you have a clear understanding of the how the technology you are looking to acquire is going to solve the business problems!

We often look to solve problems for HR in a silo. In order to get business buy-in and the necessary funds, it's key to think about the bigger picture.

## Research

There are two key areas of research: internal and external. Internal research is focused on gathering data and insights from within your organisation, while external research is focused on gathering data and insights from outside sources. Both areas of research are essential for understanding the

needs of your business and its employees and getting the right technology fit.

Employee journey mapping can be a great way to gain insight into how employees experience their role and the organisation. It can help identify areas of improvement, as well as uncover opportunities for growth. It's absolutely key to talk to a wide range of employees to ensure that all requirements have been gathered. If you have a business such as manufacturing or retail where there are very divergent groups of employees, talking to only "head office" or HR employees isn't going to give you a true understanding of your business.

External research can be tricky. There is so much information out there on the internet and while some of it is great, so much of it comes with a huge amount of bias! Use the internet with caution. Wherever possible, use other methods such as:

- talking to other organisations similar to yours about systems they use
- look to independent advisory firms that are "vendor agnostic" for advice
- research reports such as Gartner and Bersin can also be a good starting point (although remember as these are not NZ specific!)

Vendors will also provide white papers and reports that, whilst useful, are almost always written in a way to flatter their software so need to be used with caution. It is key to ensure that any advice you receive from others is agnostic and honest!

## Business Requirements

Whilst sometimes detailed business requirements can seem time consuming and boring, they are actually key to prevent that "wtf" moment. Tomorrow's People have seen many projects go wrong based on insufficient requirements.

So where to start with requirements gathering? A few key points:

- The requirements should be informed by both strategic business need and the conversations that you've had with your employees
- Requirements should be open ended statements that invite a detailed explanation of how the vendor can meet (or not meet) your requirement.

- Make sure you cover off the "non-functional" or technical requirements in detail. Get help from your IT team particularly if there is going to be a need to integrate the new technology into an existing platform (like payroll or single sign on).
- Include requirements that allow you to assess the vendor fit. This is the how they implement, how they support and so on. It's equally important to evaluate the solution on this "partnership" criteria alongside business requirements.
- Consider a prioritisation approach for your requirements. What are you absolute "must haves" versus the "nice to haves"

Use these requirements in a RFP or similar type of document and make sure you get written responses from all the vendors. Use these requirements to inform scripts for your system demonstrations.

## Demonstrations

Once you've worked through the responses to your requirements, you should be able to create a shortlist of vendors who closely match your requirements. Demos are a great way of assessing both technology fit and vendor fit. However these can be highly subjective and can turn into a one-sided sales pitch.

We like to joke that system demos can be a bit like Tinder or Bumble. What you see on the screen isn't always what you get in real life! So how do you avoid this trap?

Firstly, it's key to not let the vendors drive the demonstration! Most vendors will happily demonstrate their product in a way which highlights the good and minimises the weaker product points. Totally understandable but not helpful to make a objective decision. To mitigate this, we recommend creating a set of demonstration scenarios that outline key processes that would like to see demonstrated. For example, you may create a scenario for onboarding such as *"A new employee is hired. Demonstrate the new employee receiving a welcome email with a link to the system to complete key forms such as an IR330. Demonstrate the employee logging in the system and completing a "New Employee Details" form. Then show that information being populated on the employee's record in the HR system"*. This level of specificity makes it much easier to compare multiple systems.

Secondly, use a scoring template. Make sure everyone who is evaluating uses the same criteria and scoring scale. This helps in avoiding the subjectivity. It's also useful if you are struggling to choose between two vendors to understand how and where people scored each vendor.

Last but not least, make sure you evaluate the solution not just on the match to the requirements but also on the fit with the overall business and the fit with the vendor to how you work. The vendor isn't an enemy. You want a win-win situation where you get a great technology solution at a price that works but also a great working relationship with your new technology partner!



Selecting a new business application can be a time consuming and a potentially costly activity. It is also fundamentally important to the future success of your business. It's important to take the time to complete the selection process properly in set yourself up for success.

Tomorrow's People are experts in the selection of new HR Technology. Check out our website for more information on how we can help you get the best possible result for your business.

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