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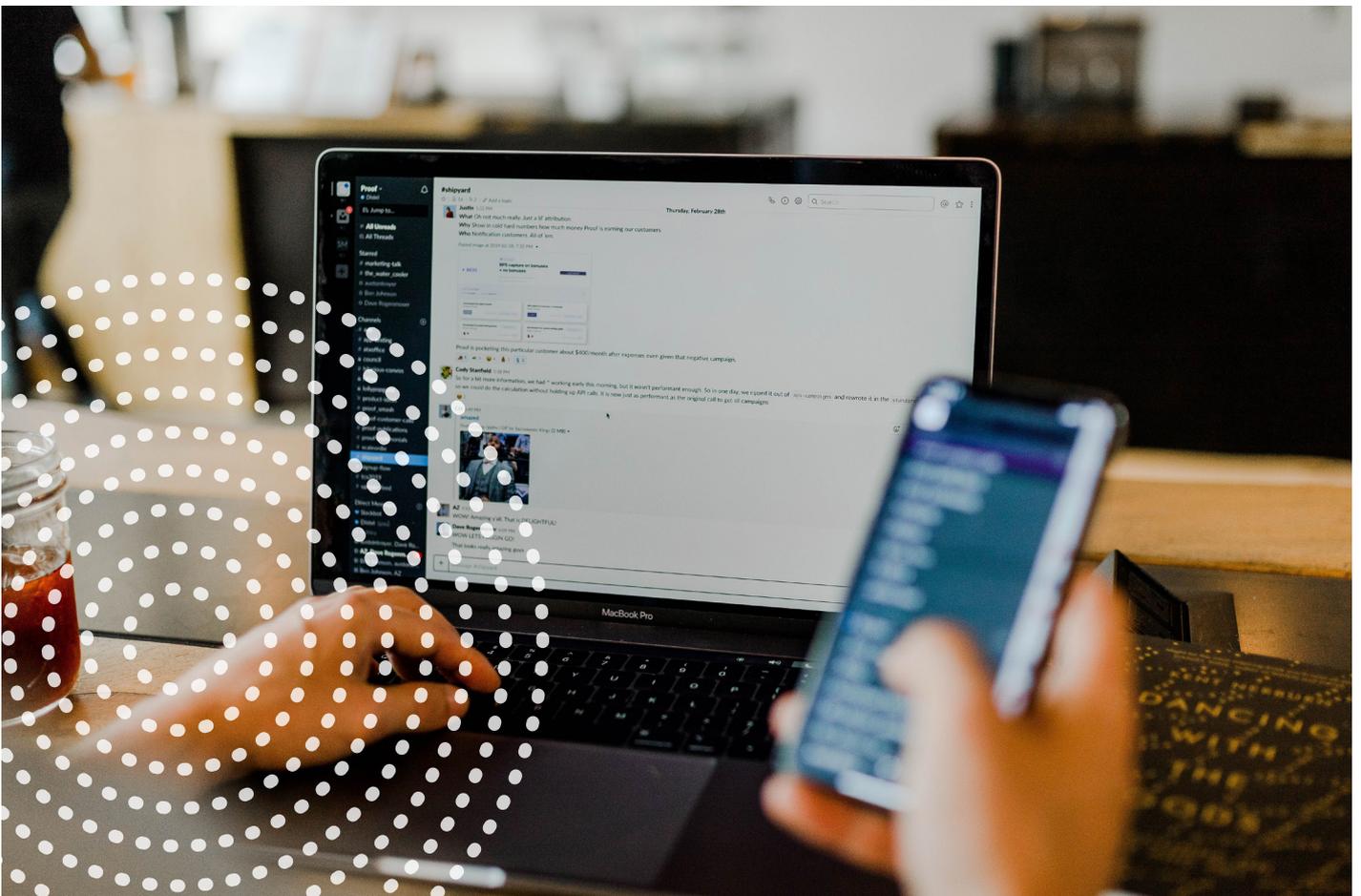


Technology and Employee Experience

A Guide to the Crucial Role That HR
Technology Plays in Today's New Normal

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After a year of disruption and crisis management, businesses and their people need to transition to a new, sustainable way of working. After dealing with additional stress, along with remote working and a ramped-up transition to technology, we are now entering the age of the ‘experience economy’.

This means businesses need to invest in employee experience to build back the health and wellbeing of their workforce and convince top talent that they are an attractive organisation to work for.

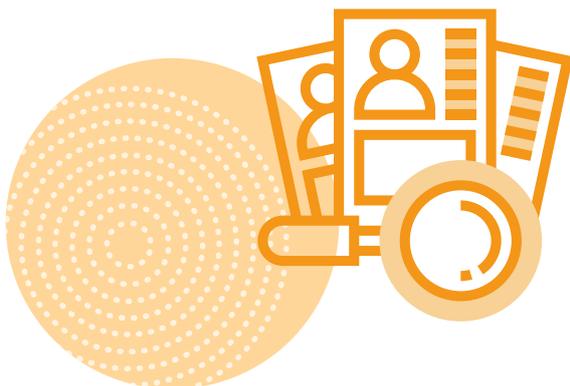
People will be looking to work for organisations that:

- **can support whatever comes their way** with intelligent, consistent and accessible people management;
- **are agile enough to adapt quickly**, reskill or retrain, and maintain their outputs in the face of crisis or disruption;
- **see their people as an asset to be nurtured and invested in.**



This guide provides information on, and outlines the benefits of, transitioning to technology-led people management. Today's HR teams need to be able to work remotely with confidence and ease, as well as plan for a confident return to an office environment, while simultaneously addressing day-to-day issues and helping employees grow and develop.

We'll look at the role of technology across three core HR functions: recruitment and onboarding, learning and development, and performance management.



Recruitment and Onboarding

First impressions count. From their very first day, employees are looking for meaningful, individualised, experiences. Experiences that, when delivered well, are likely to improve retention and engagement. And that brings a host of business benefits.

But this can only be done if the right technology is in place to make the onboarding process more flexible and accessible. For example, SAP SuccessFactors allows HR teams to:

- onboard new starters before their first day, ensuring they arrive in their new role already feeling familiar with the culture and structure of the organisation;
- deliver a personalised experience for new recruits, without extra time and effort needed from busy HR teams;
- immerse new starters in a forward-thinking, technology-led organisation with a strong culture of inclusion, authenticity and accessibility;
- offer resilient and agile onboarding processes so they can cope with ever changing environments and new challenges.

Importantly, the right technology will mean HR colleagues become value-added service providers, delivering more without doing more and rapidly improving the organisation's attractiveness to new talent.

Finally, we mustn't forget the power of technology to provide a business with insightful data. Technology gives a clear view of what is happening with the workforce, from the number of candidates accepting or rejecting offers, to who is leaving and the time it takes to get new starters up to full productivity.

Technology even provides clues as to why these things are happening. By acting on the 'why', businesses can continually improve their processes to ensure the culture reflects their values and that employees receive the best recruitment and onboarding experiences possible.

“Genuine investments in resiliency may be an essential part of survival for many businesses, providing the cushion required by further set backs that might be in store over the next year or two.”

McKinsey



Learning and Development

An authentic and personal first impression should be followed up with more of the same throughout the employee's career. Using a technology ecosystem such as SAP SuccessFactors means you can unleash the full potential of your people, even training them to fit the organisation as opposed to moulding them to fit a particular role.

Whether you choose to implement individual modules, or the whole suite of software, you'll be able to improve the employee experience. With SAP SuccessFactors organisations can start anywhere and go everywhere, and we know those embracing learning as a culture significantly outperform their competition.

Implementing technology that manages learning and development removes a hugely time-consuming HR task and hands the choice to the individual employee. An intelligent technology-based solution will:

- enable employees to develop themselves in areas of interest as well as providing prompts for skills essential to their current role;
- make everyday interpersonal and business skills training continually available;
- make efficient reskilling a realistic and accessible option for businesses disrupted by external or market forces;
- continuously listen to the workforce to identify skills or experience gaps and suggest the right actions to resolve them.

This type of holistic approach to training and development enables employees to create the best version of themselves. This drives engagement up and reduces stress, depression and feelings of isolation.

Technology-driven learning can be blended, allowing for different types of learner. It can be accessed via desktop or mobile devices and can incorporate virtual communities where employees can collaborate with subject matter experts.

Virtual learning has, thankfully, moved on from generic, sheep-dip experiences with little to no interaction.

As with the recruitment and onboarding activity, another benefit provided by technology is the abundance of data that can be collected and analysed. It is possible to:

- prove results that matter to the business, not just numbers completed;
- evaluate training programmes using pre-set or bespoke metrics;
- collect reports and records proving any government or industry compliance requirements;
- identify and share knowledge held by subject matter experts within the organisation.

“According to Deloitte, back in 2019, almost two-thirds of HR leaders planned to recruit externally to fill skills gaps. A costly approach.”



Performance Management

The pandemic has certainly changed the way we need to conduct performance management, but less obvious are changes to the underlying issues we might find when speaking to employees. The topics that might come up in performance-related conversations are likely to be quite different in 2020 and beyond. For this reason, providing an authentic experience for employees is critical to success.

This authenticity can be delivered by ensuring thoughtful goal setting and ongoing dialogue with employees. Users of SAP SuccessFactors can use the modules and data that is gathered to create a seamless link between goals, challenges and staff development within the overall performance management process. Technology, because of its accessibility, also provides valuable reassurance for remote team members who may be craving connections, transparency and a sense of community. A lack of any of these needs could easily impact performance.

Technology driven organisations can take a more holistic view of performance management. Real conversations can be conducted (importantly by managers with the right support to enable them to deal with the issues which arise). Proactive solutions can then be tailored including coaching, counselling or further training.

“If you create a new mindset toward feedback that’s focused on development and growth, then you give people permission to be more open and honest about the challenges they’re facing.”

Joe Hirsch, TEDx and keynote speaker

SAP SuccessFactors enables an organisation to:

- track activities and achievements at a management level to ensure effective performance management is taking place in their teams;
- keep employees focused on achieving the right goals by providing ongoing guidance and coaching;
- create, monitor and embed best practice when it comes to one-to-one meetings, employee check-ins and team meetings;
- give its people access to goal tracking, involving them in a ‘do-with not do-to’ approach;
- use data and analytics to ensure individual and team goals are aligned with overall company objectives.

Again, we can see accessibility and collaboration between management and employees which helps to grow and embed the right human experience consistently, across the organisation.



What next?

The clear message here is that now is the time for organisations to invest in creating the right employee experience. Crisis often drives change, and the pandemic has accelerated our need for technology. But importantly, technology that can be implemented and adopted quickly, and help businesses to reach the level of flexibility and agility they need to stay relevant in today and tomorrow's new normal.

SAP SuccessFactors from Jigsaw Cloud

SAP Success Factors, the human experience management platform, from Jigsaw Cloud provides all sizes of business with a low effort, high return solution to managing their people.

Jigsaw Cloud has been helping small to medium-sized businesses achieve their HR goals since 2004. With an experienced team of SAP SuccessFactors consultants and HR practitioners, we understand how to combine people management, technology and process together to achieve maximum business impact.



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If you'd like to see how SAP SuccessFactors plays a practical role in HR departments all over the world, including our pre-packaged and out-of-the-box implementations, get in touch for a demo by emailing **info@jigsaw-cloud.com**

To find out more, please visit:
jigsaw-cloud.com