UKG

Tackling HR's Productivity Killers

5 Steps to HR Transformation

From transactional to transformational

Business success—it happens because of people. Not forms. Not processes. Not emails. But, according to Josh Bersin,* HR spends 41% of their time on these transactional activities. They're consumed by paperwork, processes, forms, follow-up calls, missing documents, outdated documents...you get the picture.

HR is left with little time to focus on creative and consultative projects, which is the kind of work that contributes to a happy, productive and engaged workforce. In other words, the kind of work we know to result in better sales, profits and employer brand.
It's time for a transformation.

As an HR professional, you have the opportunity to reduce the time spent on administrative tasks and allocate it toward strategic work that impacts business success. It starts with eliminating the inefficiencies in your HR operations. To get you started, this eBook will explore the top five productivity killers for HR and what can be done to create more time in the day for *people*.

*The New Disrupted World of Work: Seven Practices for High-Impact HR

#01

Productivity killer:
Paper document

Nothing slows down HR more than paper forms and files. Responding to a documentation request or an audit can mean hours, if not days, sifting through filing cabinets for the right info. Things like onboarding or employment verification requests are cumbersome and clunky when they require scanning, copying, filing and faxing. And from a compliance perspective, paper makes it hard to be proactive. It's difficult to keep tabs on which documents are incomplete, missing or about to expire when they're paper-based.

80%

of [employees] prefer to accomplish certain tasks — from updating personal information to managing benefits to recording time worked — via an electronic device rather than a paper form.

Blue Guide «At Your Convenience», Paychex, March 2018

Moving from paper to electronic was a slam dunk. It was exactly what we needed. The difference between having a stack of papers one day and everything digitally accessible the next day… was reduced administrative burden right away.
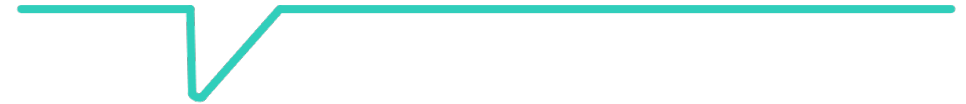
Elizabeth Abbott - Director of People Systems, Biogen on implementing UKG Document Manager

Time saver:
Switch to digital files

The first step is to start creating and collecting documents digitally going forward. You might also choose to scan existing paper files.
But remember, even if files are digital, it won't do much for HR's productivity if they're scattered across multiple systems. Be sure to consolidate all employee files in one place.

An **employee file management** system centralises documents and saves HR time by making it easy to search for files, create documents, send them to employees for electronic signature or acknowledgment, and see which documents are out of compliance. Not only are electronic files more efficient, they're more secure, which is critical in the era of GDPR. Cloud systems also make it easy for HR staff in other locations to access needed files (with the right authorisation, of course).

#02

Productivity killer:
Routine requests

Responding to employee requests can eat up a lot of HR's time, especially when the questions are routine or basic, such as "How many vacation days to do I get?" or "What's the sick-leave policy?" Those on the frontline are inundated with phone calls, emails and even walk-ins. From the employees' perspective, it's not pleasant either. They're tossed back and forth between phone calls, put on hold, digging through the company intranet—all in all, taking time away from their real work.

73%

of employees indicated that they expect an employer today to provide self-service for basic tasks.

> It allows us to pour more time into supporting employees in areas that they really need, not answering the questions that they could very easily find themselves.

Ryan Higginson-Scott - former Senior Manager of People Operations, Systems and Services, Optimizely on PeopleDoc Case Management and Knowledge Portal

Time saver:
Help employees help themselves

Give employees the ability to find answers on their own, whether they're at the office, or on their cell phone at home. Not only does this ultimately save HR time by deflecting cases, but it's a better experience for employees. Most would rather avoid calling HR and expect to find information in the same way they find what they need on Google.

An **employee knowledge portal** makes this possible by letting employees search for what they need on their own, from any device at any time. And with personalisation features, they see only the content that's relevant to their role, location, tenure, etc. For HR, they spend less time on routine requests and more time guiding employees through complex events, such as taking maternity leave. These kinds of interactions happen infrequently but leave a lasting impression on employees, so it's critical that they're positive experiences.

#03

Productivity killer:
Case overload

Even with a self-serve knowledge portal, employees still need to contact HR for complex requests, like a relocation. But these cases can consume a lot of HR's time, especially without an efficient way to manage them. Methods such as email distribution lists, manual forms or live office hours make it hard for HR to see the history or status of a case, track who's handling what, or collaborate on a resolution. For employees, they feel like their request goes into a black hole. There's confusion (and lost productivity) all around.

With a well-implemented Case Management tool, HR Customer Service representatives can resolve another **20% - 40%** of the workforce's inquiries.

Modernising HR Service Delivery, Gartner, June 2016

We can make sure we're compliant on our employee administrative activities and, on the other end, we have more time to work on people development and recruit the talent for today and for tomorrow.

Fernanda Ribeiro - VP of Human Resources, Operations and Digitization, Bureau Veritas, on PeopleDoc Case Management and Knowledge Portal

Time saver:
Make a case for case management technology

Shrink the time spent on questions and requests by using a **case management system** that's part of an employee knowledge portal. This lets employees contact HR right within the knowledge portal and gives them visibility into the status of their request.

For HR, they can provide faster and more accurate case resolution because cases are automatically routed to the right representative. And, they can follow up with templated responses, collaborate with HRBPs or specialists, track case history, access any relevant employee files, and more.

#04

Productivity killer:
Messy processes

HR supports a number of employee lifecycle events (i.e., onboarding, promotions, or internal transfers) that result in processes. Every form, every email, every approval adds up to significant time spent on processes—especially when there's paper or multiple systems involved. Cumbersome processes create more work and confusion for employees, distracting them from their day jobs. For HR, they consume time that could be better spent on people.

72%
of organisations say that AI, robotics and automation are important

Deloitte 2018 Global Human Capital Trends

Maximise the technology you have on the transactions that are calculated, pre-determined and easy to provide and then focus your efforts on the things that require your service, that require strategic thinking, analytical thinking, the vision for the future. That's the future of processes at Georgetown.

Marjorie Boursiquot - former AVP of Business Process Integration, Georgetown University

Time saver:
Commit to a process audit

Gather your stakeholders in a room, take a step back and look at which processes are duplicative, which are unnecessary, which can be improved and where roadblocks occur. Then, prioritise streamlining those that are particularly painful or time consuming for HR or employees to complete.

Doing this work lays the groundwork for **process automation technology**, which eliminates the manual, repetitive tasks HR teams must do such as filling in forms, filing documents and triggering workflows. When these innocuous tasks are automated, over time it results in significant productivity gains for all.

#05

Productivity killer:
Drowning in data

If you're a seasoned HR professional, you likely didn't imagine you would need a deep understanding of numbers when you first began your career. But, squeezing out inefficiencies and freeing time for HR relies on having insightful analytics. Plus, business leaders are much more likely to buy into new programs or initiatives if they're data-driven. However, it's easy to get overwhelmed by data and metrics when you're not sure what to look for.

69%

of companies are integrating data to build a People Analytics Database and mature companies now use 7 different methods for capturing employee data.

High-Impact People Analytics research, Bersin, Deloitte Consulting LLP

By providing easier and secure access to HR data… technology [can enable] end-to-end, employee-centric HR processes.

Jean-Michel Estrade - SVP HR - Global Digitalisation & Services, Atos

Time saver:
Take advantage of analytics

Creating more time for HR to spend on people and strategy is a process of incremental change—not a one-and-done project. Start by measuring where you are today and set benchmarks. Then, make a realistic plan for continuous improvement and track each goal over time using a consistent set of KPIs.

Thankfully, HR doesn't need a stats background for this. Most technology platforms today provide **analytics** that are easy to access and interpret, making it simple to track performance over time and identify areas for improvement. When it comes to productivity, analytics should help HR answer questions such as, What topics are employees most concerned with?, Where are the bottlenecks in our processes?, and How are we performing against our SLAs?

People Success = Business Success

HR leaders have a responsibility to put people first and advocate for employees, and at the same time meet the needs of the business. Often, it can seem like these goals are at odds. But, achieving both is possible. By transforming HR operations, HR can shift their focus from day-to-day, low-value tasks to long-term, impactful initiatives.

Let's recap.
With the right technology, HR has the opportunity to improve productivity by (1) managing digital files instead of paper files, (2) providing employees with self-service, (3) more efficiently managing requests or cases (4) automating manual, repetitive processes and (5) using data to continually optimise.

A lighter administrative burden means HR can create the time and flexibility needed for collaborating across functions, leveraging data and insights, and ensuring a positive end-to-end employee experience—the strategic elements of propelling the business forward from within.

To learn more, visit ukg.com/en-GB.

About UKG

UKG (Ultimate Kronos Group) is the future of PeopleDoc, which will become the HR Service Delivery arm of one of the largest cloud companies in the world. At UKG, Our Purpose Is People, and we believe that organisations succeed when they focus on putting people first. UKG's HR Service Delivery platform includes case management, process automation, and employee file management and empowers HR, managers and their employees to boost productivity, increase employee engagement, manage global compliance and meet the challenges of tomorrow. With more than 12,000 employees around the world, UKG's own workplace culture has been named a best place to work all over the world, including consecutive years on Fortune's 100 Best Companies to Work For list. To learn more, visit ukg.com/en-GB and www.people-doc.co.uk.

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