Conduent HR and Learning Services

Digital Transformation in Human Resources

Putting Human-Centered Experience at the Core of Your Company's Digital Future





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1. Introduction: Is Your HR Future-Ready?

To help their companies succeed in increasingly competitive business environments, senior executives are expecting more from HR than ever.

Research has found that 1 in 2 HR leaders are expected to take on a larger role in driving digital transformation in their organizations — such as driving new ways of working and creating engagement strategies tailored to the digital era.

Source: Deloitte

This puts HR leaders in an unprecedented position, in which their leadership is critical to driving enterprise-wide evolution. And with employee experience becoming more and more significant to organizational success, the demands on HR will only increase from here.

In the digital age, HR serves a role much larger than the delivery of services related to attracting, engaging, retaining and transitioning talent. HR essentially advances an organization's digital strategy from the inside out — applying a digital-first focus into the workforce, workplace and direct HR services.

The shift calls for a new approach to HR — one that puts human experience at the heart of the company. Few organizations are prepared for that new HR reality. Is yours?

If not, now is the time to transform. Using a combination of digital-first process excellence, user-driven design thinking and outcomes-based strategy, HR leaders can help evolve their companies into thriving digital organizations of the future.



2. Challenges: New Demands in a Digital-First Era

With digital interactions becoming the norm in every area of work and business, all organizational functions are subject to new standards of excellence. Broad shifts in consumer technology have infiltrated the enterprise, leading to a new landscape in which employees expect intuitive, attractive digital solutions with high availability.



7 in 10 employees
want the same consumer-like tech experiences at work as they use at home

SOURCE: Salesforce.com

In this new environment:

The individual is setting the standards for digital excellence in enterprise systems.

- Personalized interactions in workplace solutions
- Context-smart experiences on any device
- Intuitive, interactive, accessible software applications

Immediate is the expectation for business processes and the delivery of services.

- Integrated, responsive employee- and customer-facing systems
- Self-service options and AI tools for speed and efficiency
- Rapid updates to solutions, learning materials and other resources

Everything is becoming intelligent and best practices are continually evolving.

- Data governance, collection and monitoring models
- Profile- and location-based strategies and analytics
- Performance measurement and insights generation

These digital demands affect HR's success in endeavors across the employee lifecycle, spanning from recruitment through retirement. These dynamics put the onus on HR to deliver the best possible experience to employees, candidates and alumni.



In Recruitment

Today's top job candidates expect seamless, consumer-like experiences throughout the hiring process. HR teams need to track progress on open positions in real time and adapt their internal workflows to move candidates through hiring funnels without friction.



In Retention

Once on-board, top talent stays engaged and productive when technology solutions help them collaborate, communicate, and do their jobs better. HR teams can monitor and report on employee onboarding and engagement using digital tools, but rarely have a single solution of record for understanding and analysis.



In Retirement

Helping people prepare for retirement requires a unique understanding of their needs. Digital tools combine an employee's full demographic profile and risk propensity in order to guide the employee toward the right retirement services and portfolio mix. Making retirement education and planning services accessible via automated or self-service tools (wherever possible) helps increase financial awareness and engagement.



In today's highly competitive job market, talented employees will leave if their expectations aren't satisfied. Helping the company grow and succeed means creating the best workforce, earning the best HR program results, and driving a culture of learning and collaboration across the organization.

In fact, 2 in 3 employees are looking for or are open to new positions[1].

The changing expectations of the workforce and the workplace have individuals across the business looking to CHROs for help meeting their own goals and objectives.

Senior Leaders

for example, want HR to better support the financial health and strategic future of the company. That starts with better recruiting and workforce planning; and only 20% of company leaders feel that HR can adequately plan for the company's future talent needs[2].

Department Heads and Managers

want to collaborate better with HR to fill those talent needs with high-quality, digitally minded candidates. Leaders of administrative functions are also looking for workforce-related data, analytics and insights to inform program design and budgeting.

Company Employees

want HR to support an exceptional employee experience at the organization. They expect HR to provide programs and tools to help them better manage their careers and personal growth and wellbeing, with 5 in 10 reporting they would quit their job if training wasn't offered[3]. They also want systems to help them to easily navigate HR processes, services and tools.

Sources:

1 Mental Health America and the Faas Foundation
2 Deloitte
3 Udemy

3. Dynamics: HR at the Crux of Change

HR leaders are essential in turning their companies into thriving digital organizations of the future. But the model for leaders' HR transformations can differ drastically from one organization to another.

The challenges and pressures facing CHROs tend to place them in one of two motivating positions at the start of any transformation project. They're either 1) transforming the HR function itself or 2) facilitating, supporting and advancing a broader digital transformation of the business model.

Neither position is easier or more desirable than the other.

Like HR itself, both models involve setting the stage for employees, and for the company – as either 1) the case example of a digital-first department or 2) as the engine advancing a high-value change project critical to the company's future.

In either position, HR leaders are responsible for changing employee behaviors and driving transformation forward. Reaching the right future state – whether it's exclusive to the HR function, or extended across the enterprise – requires extensive understanding of the status quo.



During the initial planning process, a number of questions must be answered for CHROs to understand the scope of transformation, and to craft and launch effective strategies.

Company Culture

What are the organizational values? How open is the workforce to change, in terms of both process and strategy? How can HR be a positive example for productive, meaningful change?

Challenging existing cultural expectations can be the hardest part of transformation. Companies should strive to leverage their existing cultures, while also adapting them to new ways of thinking about digital.

Those that do this successfully tend to enlist leaders from HR and across the business to demonstrate, evangelize and model the new ways of working for education and visibility. HR should help advance an innovative workplace culture in which employees are invited to come up with new processes, tools and ideas that help solve business and customer problems.

Operations and Infrastructure

How well do current workplace systems and processes support employees, customers and the business, in terms of efficiency and impact? What transformations should take place (and in what order) to realize gains?

HR should have a good grasp of what level of digital transformation the company has engaged in already — in their customer-facing technologies, internal solutions, or both. The leaders tasked with evangelizing transformation should leverage existing best practices and lessons learned, and the leadership should strive to align resources and knowledge to the transformation roadmap. HR should play a key role in defining the related goals, processes and priorities.

Business Model Evolution

How agile is the business today, and what is the forward-looking strategy? What will change about decision-making and customer engagement as you become a digital organization?

Success in the next decade of business will hinge on the use of data and insights. Companies that adopt human-centric strategies will use digital technology and data to learn by listening to customers and employees, and delivering what they need and want.

HR must be in a position to help the business to: 1) design and staff cross-functional teams capable of executing on new business models, and 2) continually develop strategies designed to drive and sustain a culture of organizational agility. Developing those strategies requires HR to stay in constant communication with employees and candidates about what they want, how they use solutions, and what needs remain unmet by existing systems.

4. Solutions: Creating the Future State

With a clear understanding of the status quo and situational landscape, CHROs can select a vendor-partner that has the optimal expertise for their unique transformation needs. The vendor relationship will address a combination of processes, systems and outcomes.

Understanding the personas of your employees across the six dimensions below allows you to create experiences that are meaningful to them. This supports better satisfaction, speed of processes, retention and other benefits.

Persona Dimensions

Age	Job Function
Years of Experience	Geography & Location
Manager or Employee	Engagement Preferences

Process Excellence is necessary for effective transformation of any function. By harnessing the process landscape first, companies can reduce operational inefficiencies and redundancies up front, then design new solutions around more standardized ways of working. Streamlined processes are necessary for enterprises and their HR teams to realize the gains of automation and digital service delivery.

Bots are one example: With a single system of record in HR, virtual agents can improve communication with job candidates — deflecting routine inquiries (like status updates or schedule changes) so skilled team members can focus on interviews, hiring assessments, or other human-centered tasks. In some applications, virtual agents can deflect 50-70% of average call volume.

Design Thinking is the user-driven framework that should guide the development of streamlined processes and digital tools (like the virtual agents).

Design thinking uses an understanding of an end user's wants and preferences to guide the development of more holistic, customized solutions with experience at the center.

Key steps in the design thinking process include:

Empathize: Uncover what defined personas (employees) are thinking, doing, feeling and saying

Define: Use that knowledge to determine the desired future state.

Ideate: Design and build the future state using knowledge of the current state

Prototype: Create and update proof-of-concept solutions based on user feedback and insights

Test: Continue to iterate and enhance the solution through implementation and production

Outcomes like improved satisfaction and retention result from pairing user-driven solutions with a goals-driven strategy — one designed to satisfy both employee expectations and business objectives.

Leading HR transformations prioritize outcomes such as:

Workforce Engagement: Interaction histories and user feedback can be used to measure and improve adoption, engagement and satisfaction

Consistency and Standardization: Process transformation leads to new opportunities for automation and further investment in digital

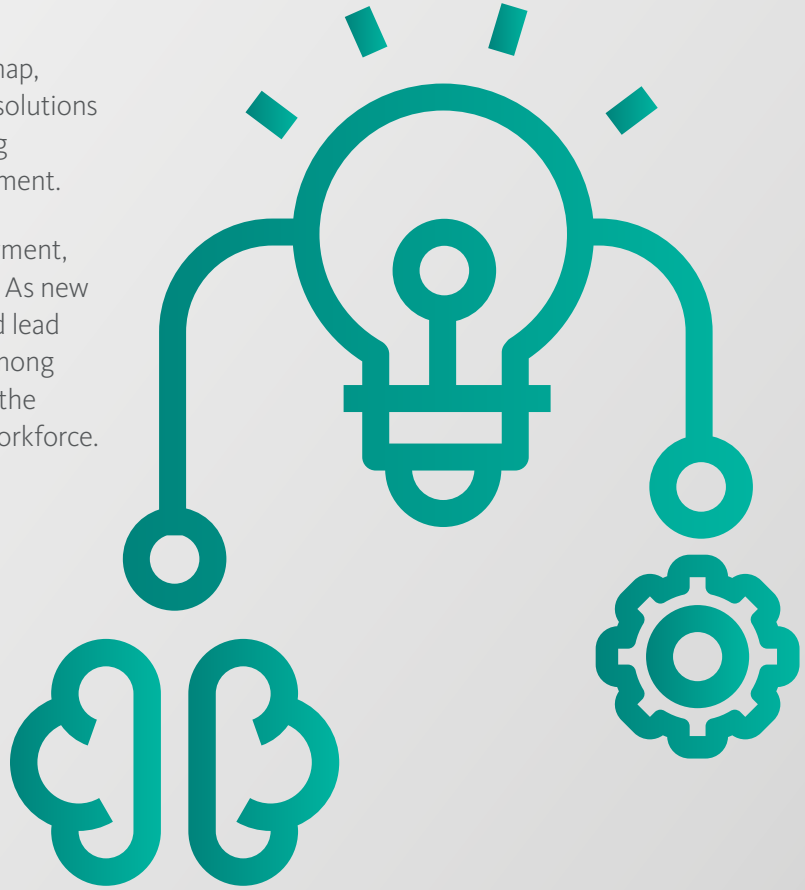
Productivity: Improved employee performance, and better use of resources, due to improved learning and development, and onboarding strategies

Value-Generating Insights: Deploying best practices in data management allows companies to leverage highly accurate, timely reports and analytics for better, faster decisions

Reduced Costs: Decreased overhead due to better use of resources and streamlining of systems and processes

With a well-prioritized transformation roadmap, organizations should be able to deploy new solutions quickly and shift focus to adoption — helping accelerate ROI on the transformation investment.

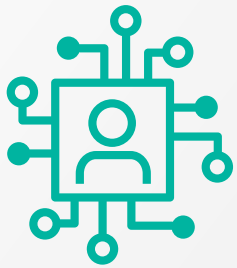
HR's role in training is unique to each deployment, but it extends far past the integration phase. As new solutions are implemented, HR teams should lead efforts designed to drive a digital mindset among existing and new employees and encourage the development of new skills and roles in the workforce.



5. Closing: A New Era for HR

Whether it's an early function to transform or focused on driving an enterprise-wide digital shift, HR's role is central to strategic and operational change. In the next decade of business, HR needs to be the human-centered heart of your digital workforce, digital workplace and digital HR function.

Digital workforce



HR drives organizational culture change that:

- Encourages innovation and change
- Uses and affirms a digital employee mindset
- Promotes engagement and purpose to support retention

Digital workplace



HR designs and advances a technology environment that:

- Enables collaboration and productivity
- Adheres to best practices while making jobs easier
- Includes modern tools that replicate personal technology

Digital HR



To set the enterprise-wide example for digital excellence, HR:

- Operates with high efficiency, low cost and speed
- Delivers new solutions that continually address employee needs
- Attracts top talent and delivers on objectives

Conduent is an ideal partner for the kind of transformation that turns HR into the inflection point for an organization's digital future.

10 million+
employees and participants served

80 countries
supported by global HR delivery model

300+ companies
receiving Conduent HR services

30+ years
of experience in delivering HR services

Conduent Human Resource and Learning Services has experience managing HR, benefits, and learning interactions with our clients' employees throughout the employment lifecycle – giving us the ideal perspective to understand and design transformative solutions with experience at the center. Conduent's deep domain expertise and knowledge resources in HR administration complement our focus on digital interactions, value and process excellence.

About Conduent

As one of the largest business process companies in the world, Conduent manages mission-critical digital interactions at massive scale – helping global businesses and governments stay ahead of rapidly evolving expectations. We leverage the power of cloud, mobile and IoT, combined with innovations in automation, AI and blockchain technologies, to elevate every constituent interaction, and deliver advanced digital experiences that are more efficient, seamless and satisfying. It's why a majority of Fortune 100 companies and over 500 government entities depend on Conduent to manage essential interactions on their behalf and move their operations forward.

Conduent's differentiated offerings touch millions of lives every day, including two-thirds of all insured patients in the U.S., 11 million employees who use our HR Services, and nearly nine million people who travel through toll systems daily. Whether it's digital payments, medical claims administration, eligibility and enrollment, transportation and mobility systems, end-user engagement or benefit administration – Conduent makes every interaction more individualized, immediate and intelligent.

Learn more at **www.conduent.com**

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