Executive Summary

The Human Resources (HR) industry is experiencing technological paradigm shift. It is imperative for HR professionals to implement new programs and policies in order to meet these employee expectations in regards to onboarding, engagement, and performance management. Automated, transformative digital technologies can provide innovative solutions that HR professionals can utilize to manage workforce strategically, while streamlining processes, creating efficiencies, and increasing overall profitability. As part of embracing the technological paradigm shift, HR teams need to create telecommuting policy that addresses issues such as productivity, performance expectations, overtime pay, confidentiality, and reimbursements. Working remotely allows flexibility and work-life balance to employees and also helps reduce operating costs for the employer. Employers need to train their management staff on utilizing automated tools such as behavioral assessments and performance management software to help coach and develop their teams. Implementing automated technological tools such as an applicant tracking system helps employers create efficiencies in the onboarding process and gain competitive advantage by having increased access to talent. Lastly, employers need to create training programs to educate and encourage staff on utilizing the technological solutions to not only streamline the process, but also improve the overall customer service. In conclusion, to prepare for the technological paradigm shift, investing in the development of the employees and their skills will prove to be just as important as investing in automated technological solutions.
Implementing Automated Technological Tools To Improve H.R. Processes

MSA 698 Directed Administrative Portfolio

Central Michigan University

Professor Michael Dillon

Vishakha Datar

Human Resource Administration

July 29, 2018
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summary of Research</td>
<td>5</td>
</tr>
<tr>
<td>Research Recommendations</td>
<td>8</td>
</tr>
<tr>
<td>Research Conclusions</td>
<td>11</td>
</tr>
<tr>
<td>References</td>
<td>13</td>
</tr>
</tbody>
</table>
Implementing Automated Technological Tools To Improve H.R. Processes

Summary of Research

The Human Resources (HR) industry is experiencing technological paradigm shift. Technological paradigm shift refers to new technologies that transform the structure of the industry and requires adoption of new strategies in order to survive (Hill et al., 2017). New technologies are changing the expectations employees have from their employers. It is imperative for HR professionals to implement new programs and policies in order to meet these employee expectations in regards to onboarding, engagement, and performance management.

Research Problem and Questions

Technological transformation is happening rapidly and is inevitable. The main question and foundation of this research is how has technological advancements and automation impacted human resources processes within the scope of employee selection, development, engagement, and retention? A closer look will be taken at the impact that technological transformation has had on the HR processes of Michigan Legacy Credit Union. In an effort to thoroughly answer the main question, four sub-questions were constructed. What are the advantages and disadvantages of utilizing automated tools, such as behavioral assessments, when selecting personnel? How has technology and automation impacted the strategic role of HR? What are the responsibilities of HR in eliminating communication barriers in diverse teams? What are the costs and benefits of utilizing automated tools, such as behavioral assessments, in personnel selection?

Research Need

Technology is changing the HR industry trends as it relates to onboarding, employee engagement, and performance management. It is critical for human resources professionals to understand the changes and learn the technological tools in order to implement them. However,
prior to making decisions about implementation, it is critical to take a deeper look at the technological solutions and evaluate their impact, positive or negative, on the existing processes and established structures within the organization. As with any new solution, it is important to research the advantages and potential disadvantages in order to better leverage the advantages for favorable results and create failsafe plans against the disadvantages.

**Literature Review**

In researching about the advantages and disadvantages of utilizing automated behavioral assessments in the personnel selection process, the researcher learned that there is a growing trend to hire a candidate that possess the behavioral attributes needed to be successful in the organization. Behavioral assessments can help identify the applicants that are better suited for the job based on their skills and behavior. Despite the disadvantages, such as high implementation costs and reliance on traditional hiring practices, behavioral assessments prove to be an advantageous tool for personnel selection and development. It is advantageous to use behavioral assessments in the hiring process as a selection tool because the results provided by tests are valid and reliable. Secondly, the tests are designed to be in compliance with regulations set by government entities. Lastly, by implementing behavioral assessments in the hiring process, organizations can increase their profitability as it reduces turnover and increases employee engagement.

Automating HR processes significantly changes the strategic role of the Human Resources department within the organization. The evolving workforce makes it imperative for HR professionals to adopt new programs, policies, and processes to maintain a strategic role within the organization. HR professionals need to interact with job seekers on various social media platforms, increase interactions with passive applicants, and streamline the application
Implementing Automated Tools

process such that it can accessible via mobile devices to gain competitive advantage in talent acquisition. To ensure employee engagement, the HR department needs to utilize automated tools such as behavioral assessments and performance management software to create trainings, administer performance reviews, and create succession plans. Lastly, HR professionals need to create new policies, such as for telecommuting, to establish performance management process for remote employees.

Technology can become a barrier to communication among the workforce. As the trend to work remotely is on the rise, employees have limited interactions with one another. In addition, older generations in the workforce, the Veterans and Boomers, are slower and more reluctant to accept new technological tools. It is up to the HR professionals to create a work culture that is open and accepting of generational differences to remove bias and improve communication. Each generational group comes with its own set of values, attitudes, behaviors, and preferences. Employers and leadership teams need to skillfully manage a multi-generational workforce and to maximize each group’s unique assets.

Lastly, turnover is a costly expense for organizations as it affects financial growth, service levels, and employee morale, which affects the overall company culture. Organizations in the U.S. experience 24% of first-year-of service turnover with approximately $27 billion spent in turnover costs (Marsden, 2016). In addition to losing the employees and the knowledge base, companies also suffer the loss of customer service and quality. Automated tools, such as behavioral assessments, can help identify the applicants that are better suited for the job based on their skills and behavior. In addition to reducing turnover costs, behavioral assessments can also aid in creating efficiencies for the human resources professionals by providing easy access to data. By reducing the time and costs of processing employee selection information, behavioral
Implementing Automated Tools

assessments create efficiencies for the human resources professionals, allowing them to use their
time for other critical and strategic tasks.

Research Outcomes

Automation and technological solutions are dramatically changing HR processes and also employee expectations as it relates to workplace culture and environment. These changes, although rapid, are creating an overall positive impact. It allows the HR team to focus more on value-added activities and improve the overall strength of the workplace culture and values of the organization. Automated, transformative digital technologies can provide innovative solutions that HR professionals can utilize to manage workforce strategically, while streamlining processes, creating efficiencies, and increasing overall profitability.

Research Recommendations

After deeply researching each of the four sub-questions in separate research papers, the researcher has formulated some recommendations for the HR team at Michigan Legacy Credit Union to help them utilize automated technological solutions to create efficiencies as it relates to onboarding, employee selection, and performance management. The HR department at Michigan Legacy Credit Union has recognized the need to incorporate automated technological solutions as part of their HR processes. While they have implemented automated technological solutions such as utilizing behavioral assessment for employee selection and performance management software for administering yearly performance reviews, the HR team needs to make several other changes to create efficiencies within the department. Some of these changes will not only benefit the HR department, but will increase the overall profitability of the organization as a whole.
**Telecommuting Policy**

One of the most important changes that the HR department needs to make is creating and adopting a telecommuting policy. Telecommuting or working remotely will give staff more flexibility and work-life balance, which is shown to have increased retention rates (Loubier, 2017). In addition to allowing more flexibility to staff, a telecommuting policy will also prove advantageous to the overall financial health of the organization as it can reduce operating costs. According to a report by Global Workplace Analytics, “… if a typical business allowed their employees to telecommute for just half of the time, they could save on average $11,000 per year. Other costs that can be avoided or reduced include office supplies, furniture, equipment, coffee, and janitorial services” (Loubier, 2017, para 11). The HR team should research all aspects of developing a telecommuting policy in order to create a policy that is all encompassing in terms of addressing issues such as productivity, performance expectations, overtime pay, confidentiality, and reimbursements. Once the policy has been drafted, it should be reviewed by the legal team before it gets implemented to ensure it does not violate any labor laws and regulations. The HR team should then educate the staff about the policy and request a signed copy from every employee that will be working remotely. It would be ideal for the HR team to work on this policy and have it reviewed before December 2018 so that it can be added to 2019 employee handbook, which takes effect in January.

**Training Management Staff on P.I.**

The credit union has implemented the Predictive Index behavioral assessment in their personnel selection process. The results provided by the test are accurate and help identify behavioral characteristics and cognitive ability, which helps the HR team make hiring decisions. The data gathered by the researcher indicated that the turnover rate at Michigan Legacy Credit
Implementing Automated Tools

Union increased when hiring decisions were made without adhering to the PI results. The behavioral assessment, when implemented correctly, can reduce the turnover rate due to bad hiring decisions. Therefore, it is critical for the HR team and hiring managers to trust and rely on the results provided by this automated tool when making hiring decisions. Even though training management level staff on Predictive Index Test is going to require a significant amount of monetary investment, the costs saved from turnover will help offset the costs incurred in training. This is why it is important for management staff at the organization to be trained on reading and interpreting the results provided by the PI test.

However, at present only two HR professionals in the organization are trained on administering and analyzing the Predictive Index assessment. This is a disadvantage to the credit union as the assessment is only being used as a hiring tool whereas, it can also be used for employee development. The credit union will need to get its management level staff trained in order to fully benefit from the behavioral assessment. The new trend in management strategies is to spend maximum amount of time coaching and leading employees (Moody, 2018). The results from the behavioral assessment can be used to develop communication and management strategies that are tailored to the needs of individual employee. This will help enhance employee engagement and create job satisfaction.

**Applicant Tracking System**

Implementing an applicant tracking system will create efficiencies for the HR department and also streamline the application process, which will attract more talent. This will also help the credit union gain competitive advantage over other organizations that are looking to hire for the same skillset. An applicant tracking system will ensure that the onboarding process is all automated where the HR team will need to have minimal involvement and will reduce the
Implementing Automated Tools

amount of paperwork that needs to be processed. Lastly, an applicant tracking system will help build a pipeline of qualified candidates for the HR department, which will help them in quickly filling the positions without losing time in lengthy onboarding process.

**Continued Training**

The credit union has invested in a lot of resources to develop training for its staff. Opportunities of continued education helps enhance employee engagement. The credit union needs to develop trainings on utilizing technology and automated tools that are in place to streamline the processed and overall functioning of the organization. Employees need to be encouraged and feel comfortable using the technology that has been made available to them. The credit union not only has automated technological use for staff, but also for its membership base. If employees are well trained and educated on the use of the automated tools, they can help educate the membership, which will not only streamline the process, but also improve the overall customer service and customer satisfaction levels.

**Research Conclusions**

In looking at the overall paradigm shift, there are two main components to take into consideration: technology, and the skills or talent needed to handle it. The technological solutions that organizations should implement must deliver on process automation, meaning reducing the time spent doing repetitive, no-value added activities. In addition, the technological solutions should also provide organizations with data that is easily accessible and also easy to interpret.

Another key component in preparing for this paradigm shift is talent. It is important to have the technical talent and skills that are necessary to manage and implement the technological solutions. It is no longer important to just have employees that possess the new skillset, it is
equally important to have employees who have desire for continuous learning. This is important because technology keeps getting updated; therefore, it is critical for employees to constantly be willing to learn and adapt. Kelly Porter, Chief People Officer at Harmless Harvest stated “The greatest challenge for any HR professional in the future will center around how they leverage the evolving world of technology… without losing sight of the humanity that enables people to thrive in their role” (Forbes, 2016, para 15). In order to plan ahead and to get ready to accept the changes being brought by the technological paradigm shift, investing in the development of the employees and their skills will prove to be just as important as investing in automated technological solutions. While automating business processes will help take the load off the human resources by creating efficiencies and collecting and analyzing data, investing in the training and advancement of these human resources will create more value for the business.
References


