A STUDY FOR THE CONSUMERIZATION OF HR IN IT SECTORS

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Abstract

Simply put, talent is now being catered to by organizations, as if they were consumers. That means a personalized, relevant and sustained dialogue between the recruiter and the candidate, which in effect changes the very concept of recruitment, wherein a readily available pool of talent waits in the pipeline, instead of the need-based search for a single candidate to fill a specific position. The focus shifts from merely recruiting, to positioning the self as a valuable employer, and building a longer relationship with a pool of talent ready to make their next move in career, and acting like a talent advisor if needed.

Consumerization of recruitment embraces the fact that it is a candidate-driven job market, and in order to attract the top talent and one needs to offer more than a hefty pay or handsome perks to win an edge over the competition. This means that the concept of 'Employee Experience' is now at the core of several HR functions, recruitment included. Furthermore, communication with the said talent is taking a personalized route, as opposed to traditional job listings and platforms. Thus, consumerization of recruitment means that companies now develop and execute a strategy which is part-recruitment and part-employer branding in nature, and by doing so, create a value proposition for potential candidates, recruit them, and retain them. An integral part of this concept is the use of digital technologies, especially accessible through a mobile, to facilitate ease of communication. For the HR, the challenge becomes to convey the core values and expectations of an organization, through a new medium, and to a new audience.

Key words: *Satisfaction, Hackathon Concept, Work Place, Gamification, Mooc's Concept*

Introduction

People are more and more expecting an experience at work that is comparable to the experience they have at home. Netflix knows their movie taste and makes good recommendations. With the help of Tinder they are able to find new partners, and all their devices at home are connected through the internet. What most people experience at the workplace is still far from ideal? The percentage of people who are not very happy at work is still remarkable high. Where is the algorithm that has suggestions for new opportunities? ("You like these type of assignments, you might also like, and The "Employee Experience" is very much related to this trend. The organizations that consciously design a positive employee experience, for the complete life cycle of an employee, are still scarce Marketing has stopped a long time ago with crude segmentation. In HR, today most organizations still segment in simple ways. Young versus old, Gen X, Gen Y and Gen Z, Managers and non-managers and so on. Many untested assumptions are used to design policies and career tracks. "Gen Y wants more work-life balance". "People above 55 want to slow down". With big data analysis and with sophisticated algorithms, it has become easier to detect and predict individual preferences of employees, and organizations can act on the insights with tailored programs and interventions there are numerous modern tools that can help you to gather feedback on how the employees experience working in your organization (ref. Employee Mood Measurement Trends. A simple instrument as the net promoter score can help you to get feedback in near real time.

Consumerization of hr

HR service delivery is the new frontier. Innovation in HR is exploding. We are transitioning our focus beyond core HR recruiting and talent management systems to how HR is going digital in the service delivery space and what that means for the employee experience as well as the HR profession overall.

At HR Tech World earlier this month, Jason Averbook, CEO and cofounder of LeadGen dedicated a day-long preconference session to the "consumerization of HR." Attendees gained a greater understanding of the need to shift their focus to creating a workplace of the future that incorporates employee's changing expectations. HR service delivery is about *how* services and information are delivered to employees.

The standard self-service options don't meet the needs of employees today. Employees are not very tolerant of a poor service experience and will make decisions to change companies quicker than ever before. We must come to terms with the fact that employees expect and deserve a modern, consumerized service experience at work.

Consider the heart of HR service delivery: employee inquiries. How do employees in your organization ask and get answers to their questions? This is a basic concept but it is often one of the last things that HR teams address as a priority. In most organizations, email is still the most common way for employees to ask questions, followed by phone calls and personal visits to the HR office. Few HR professionals know how many inquiries their team's field on a given day, and they do not have a good understanding of the nature of questions coming in the organization.Once you have this basic structure in place and you have access to business metrics, you can y leverage automation to reduce manual work across your organization. Consider workflows such as employee on-boarding, off-boarding, transitions, and global mobility. These are all workflows that require participation and input from various departments across the organization and perhaps even third-party vendors, as well as managers and employees. With the right service delivery approach, you can orchestrate these workflows on a single platform and have visibility into deliverables and SLAs, all while providing employees with a great service experience.

The Consumerization of HR

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2. Gamification of HR
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Work place as an experience

Workplace Experience in simple terms is the sum total of all experiences an employee goes through in an organization.
These experiences are the base of any company, leading employees to formulate beliefs that eventually culminate into actions yielding results. The term Workplace Experiences holistic in nature and a direct result of three important forces in any organization viz. leadership styles of the leaders, workplace environment, and the policies & procedures that govern the organization. To ensure that the right Workplace Experiences created for the employees it is important that all the above aspects work in unison.
Companies that focus on creating the right Workplace Experience enable their employees to form the right beliefs and take the right actions, which eventually lead to stellar results. Some of the tangible outcomes of good Workplace Experience are high performance, engaged and happy employees, low attrition, superior customer experience. However, the intangible outcomes are above and beyond.

After thorough research, we have been able to understand the parameters that affect Workplace Experience in an organization and their connection to employee needs. At Culturro, we have developed a proprietary analytical model to calculate the Workplace Experience score of any organization.

The term workplace culture is pretty much qualitative in nature and to a very large extent based on the perception of employees in an organization. The universal definition of workplace culture is 'How work gets done in an organization'. However, is this how workplace culture is perceived in the Indian Startup Ecosystem?

At Culturro, we researched to understand how a qualitative term such as workplace culture can be quantified and the parameters that affect it in an organizational setting. As a part of our research, we connected with organizational psychologists, startup founders, investors, startup employees; and we asked them one simple question, what is their perception of the term workplace culture? Analyzing their responses clearly indicated that the perception of the term workplace culture across the stakeholders in the ecosystem was skewed. In-fact, the startup founders' perception of workplace culture was worrisome to a large degree.

In India, workplace culture is often perceived as the perks or benefits that an organization gives to its employees. Founders often believe that an organization has a good culture when they provide employees with flexible work timings or fully stocked up pantries or organize frequent office parties and get-togethers etc. Although these perks are important, they don't guarantee engagement or performance

Gamification of hr

Gamification has gained a lot of attention in the online world as a way to engage customers and build loyalty. While many skeptics still struggle to understand how playing a game can have a real business impact, companies that have implemented external, customer-facing gamification have discovered that there's far more to it than meets the eye. These programs have tremendous power to spur motivation and influence customer behavior.

How does it work? Gamification applies behavior-motivating techniques from traditional and social games to non-game environments. An effective gamification program actually looks more like a loyalty program supercharged to help achieve real business goals when it is expanded beyond points, badges and leaderboards.

Certainly, customers are not the only constituents of any company for whom feeling engaged and motivated are important for fostering loyalty. Employees can also benefit significantly from gamification programs that create an environment in which they feel recognized and rewarded for their achievements, even beyond compensation and benefits.

While it's easy to see how you might use gamification in sales to motivate performance or even in customer support services to incentivize quick, satisfactory resolutions, the Human Resources function of any business can also leverage gamification techniques to incentivize and reward employees for completing important, but often mundane, tasks.

How HR Can Use Gamification

Here are the five most common ways HR teams can leverage gamification to achieve business goals.

Improve Talent Acquisition and Management

You can easily turn the hiring process into a gamified experience by rewarding prospects with both acknowledgment and tangible perks for completing each step, from application to start date.

Providing incentives can not only help attract qualified candidates from the start but can also dramatically increase onboarding efficiency as candidates are motivated to complete various steps to earn rewards.

At the same time, much like a sales function, HR teams can also use gamification internally to reward top recruiters and incentivize employees to refer top candidates. The opportunity for an employee to earn Referrer of the

Year status can encourage employees to take a more active role in talent acquisition, and even help relieve some of the pressure from the HR department itself.

Cultivate Corporate Culture and Retain Valued Employees

Keeping employees engaged and feeling like they're part of the team is critical for retention. And, retention is paramount in maintaining valuable personnel assets, institutional knowledge and consistency, and avoiding costly turnover.

You can use gamification to promote a positive corporate culture   eBay rewarding employees for cross-departmental collaboration, providing process or product improvement suggestions, or even participating in company-wide volunteer programs, for example.

You can use a gamified platform to track these activities and opportunities, as well as showcase employee participation to their coworkers to provide intrinsic motivation.

As an added benefit, the platform maintains a record of all employee activities in the program, which is quite valuable information when it comes time to consider promotions, raises, and other tangible rewards.

Motivate Employees to Learn and Participate in Training

Mandatory HR training, like harassment, diversity, and other compliance programs are often not high on most employees' priority lists, especially when they don't see a relationship to their day-to-day job duties. Motivating them to take time out of their busy day to complete these programs in a specified time period can be challenging.

Adding a gamification experience to the online learning program can spur action. Employees who earn rewards and recognition for having completed these tasks, or missions in the gamification lexicon, are far more likely to make it a priority. And, HR benefits from the ability to check those boxes for compliance in a timely fashion, without the pressure of having to hound employees to complete the programs.

Incentivize Paperwork and Other Administrative Requirements

No one likes to complete paperwork, especially when other tasks are more pressing and exciting. But, paperwork is unavoidable in areas such as completion of benefits enrollment forms and expense reports. So why not make it fun?

Similar to training applications, rewarding employees with either peer or management recognition or even tangible incentives for completing required forms can create a friendly competition where employees try to out-do one another for the title of best expense reporter or quickest to complete benefits update forms.

Map the Path to Career Success

It's no secret that peer mentorship is a powerful motivator that drives employees to want to succeed. They see colleagues earning praise, achieving goals and climbing the proverbial ladder, and they want to know how they can achieve the same results. Using gamification, HR departments can create transparent, mission-based career paths that show the steps employees have taken to level up in the organization.

Mooc's growth inside the companies

Examine human resources from a modern digital perspective. This course covers all the steps from staff recruitment to retention. During this course you can take a step by step journey into the core Human Resource functions of an organization, through this you will develop a broad understanding of the key areas such as recruitment, training & development and performance management. The course has a consistent theme being technology and the significant impact it has on the way we manage people today.

What will you learn?

- Identify how HR has evolved over the last century

- Gain an understanding of current and emerging issues in HR such as:

- Workplace stress and bullying

- The implications of IT, email and the internet

- Flexible work arrangement & virtual work teams

- Develop a broad understanding of the recruitment process from the planning stages to how to retain your recruits. You will also gain insight into how to apply HR techniques such as:

- Using social media to recruit staff

- Using behavioral interviewing techniques

- How to screen potential job candidates

- Identify the role of training and development in an organization and explore modern approaches to workplace learning.

- Develop a broad understanding of the role of performance management. In particular:

- Tools and techniques you can use to help you manage staff

- How to conduct performance reviews

- Managing the use of social media in the workplace

Spoc's method

The term SPOC refers to a Single Point of Contact support organization. This means that all IT issues, service requests, problems and incidents are first directed to the level 1 service desk to be logged in the ticketing system, and then either resolved at level 1 or dispatched to another source of support where the ticket can be resolved.

A SPOC service desk is not expected to resolve every ticket it logs. Rather, a SPOC service desk is a facilitator and coordinator of the entire end-user support process. They are responsible for resolving the tickets that can be resolved at level 1, and expeditiously dispatching tickets that cannot be resolved at level 1 to the most appropriate source of support. This could be desktop support, level 2 IT groups, the NOC, a vendor, or even specific individuals in the organization with unique expertise, say for a particular application in IT.

Finally, a SPOC monitors the progress of all open tickets, prompting action on tickets that appear to be stalled, and closing tickets that have been resolved satisfactorily. A SPOC service desk is ultimately responsible for ensuring that all tickets are resolved within the service levels that have been established for the organization. The value of SPOC is that it brings order, discipline, and consistency to the support process. Support organizations that follow a SPOC model typically have lower costs, and higher customer satisfaction that those that do not follow a SPOC process.

At a very high level your implementation need to have SPOCs at least from these 3 areas.

Business SPOCs – Example Payroll, Time Management, and Sales Contracts/Quotes, Master Data (Customer, Material, and Vendor) etc…
Functional SPOCs – SAP HR Payroll, SAP Time Management, SAP OTC (Order to Cash), SAP Master Data etc…
Technical SPOCs – SAP Technical Development, SAP Basis & Security, SAP Portal etc

SPOC is the central team member for that capability. He/She will be completely responsible for the success of the capability and shall be kept in the loop involving any changes to any of the elements in the capability.

SPOC should be a capable mature team member who can provide direction and timely decisions, bring the team together and get issues resolved. A week SPOC will lead to SPOF (Single point of failure)SAP Project team should know who the SPOCs are and how they can be contacted.

In one of the SAP Implementation that I worked we had SPOCs for each of the Master Data Areas – Customer Master, Vendor Master & Material Master. Due to the nature of legacy data, we had around 100+ systems where master data used to me maintained. These SPOCs are highly knowledgeable and experienced in their area and helped our SAP team at every stage of the project and made our implementation successful

Hackathon concept

While at work, have you ever thought "why is this process the way that it is?" or "isn't there a better way we could be doing this?" We all work within certain constraints. They can be time-based, resource-based, and they can be a huge cause of frustration. We'd love to improve the way we work and fix the little things, but there never seems to be enough time or resources to get it done. But there's one way you can make change like this happen at a team, departmental, or even organizational level.

Hackathons first got their start with computer developers and are treated almost like a party where groups of programmers collaborate for an extended period of time on a particular project. Sounds like fun, right? Well, the concept is making its way to other areas of businesses, including HR.

If you're unfamiliar with the concept of an HR hackathon, the idea is similar to a traditional hackathon: People from HR and other areas of a business get together and think of ways to make HR better.

People have a lot of opinions about HR, many of them negative. In fact, Peter Campelli addressed this issue in a recent article, "Why We Love to Hate HR and What We Can Do about It." According to him, the most vocal critics claim that HR managers "focus too much on 'administrative' and lack vision and strategic insights."

And recently, HR has been trying to change this perception by moving beyond solely focusing on processes and effectiveness to creating compelling employee experiences. Now we hear CHRO's talk about engaging with employees just as they would engage with their customers. I have coined this the "Consumerization of HR"and this refers to creating a consumer type experience inside a company where HR professionals make a deliberate effort to put the employee at the center of thinking when conceiving new HR products and services in the workplace.

However, many HR companies struggle with how to do this. One technique that is being used by both LinkedIn and Cisco is to create a hackathon, borrowed from tech world, where participants design new technical enhancements to re-imagining the HR experience. At the heart of the hackathon is using design thinking to gain a better understanding of the needs and expectations of employees and reconfigure HR based on these employee expectations.

Organizational development

It is a technique used for bringing change in the entire aspect of the organization, rather than focusing attention on the individuals. So that change is readily absorbed.

According to French and Bell, "Organizational development is a long range effort to improve an organization's problem-solving and renewal processes, particularly, through a more effective and collaborative management of organization culture with special emphasis on the culture of formal work teams with the assistance of a change agent or catalyst and the use of the theory and technology of applied behavior science, including action research".

According to Burke, "Organizational development is a planned process of change in an organization's culture through the utilization of behavioral science, technology, research and theory".

According to R. Beckhard, "Organizational development is an effort planned, organization wide, (3) managed from the top, to increase organization effectiveness and health and through planned intervention in the organization's processes using behavioural science knowledge"

Organization Development is the systematic application of behavioral science knowledge at various levels, such as group, inter-group, organization, etc., to bring about planned change. Its objectives is a higher quality of work-life, productivity, adaptability and effectiveness. It accomplishes this by changing attitudes, behaviors, values, strategies, procedures and structures so that the organization can adapt to competitive actions, technological advances and the fast pace of change within the environment.

Over all employee satisfaction

Employee satisfaction or job satisfaction is, quite simply, how content or satisfied employees are with their jobs. Employee satisfaction is typically measured using an employee satisfaction survey. These surveys address topics such as compensation, workload, perceptions of management, flexibility, teamwork, resources, etc. these things are all important to companies who want to keep their employees happy and reduce turnover, but employee satisfaction is only a part of the overall solution. In fact, for some organizations, satisfied employees are people the organization might be better off without. Employee satisfaction and employee engagement are similar concepts on the surface, and many people use these terms interchangeably. Employee satisfaction covers the basic concerns and needs of employees. It is a good starting point, but it usually stops short of what really matters.

Conclusion

The changes brought by the Digital Revolution will have a deep impact on the way businesses are organized and people look at work. And though we expect to return to "normal" after we've overcome the financial crises, the "new normal" will be vastly different.

The workforce of the future is smaller, more diverse and more dispersed, wanting a career lattice to support individual needs. It expects direct access, and is digitally divided. HR must adapt to this changing environment.

Through the consumerization of HR, everyone can access HR services directly, thereby cutting out HR as the middleman. Going forward, HR will be remote, mobile, social, automated, specialized and smaller than in the past, and organized, with agility and flexibility as key requirements. Read this white paper and get familiar with the consumerization of HR.

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