THE QUEST FOR BUSINESS VALUE THROUGH HR TRANSFORMATION

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In the past, enterprises led by IT treated technology as a set of tools that simplified the way of working. However, as the business environment evolved, CIOs were pressured to adopt a more holistic view by investing in solutions aligned with the business objectives. This mindset shift for the CIO has been a gradual journey until the pandemic, which emphasized and accelerated the need for appropriate technology solutions to stay agile and flexible, especially during turbulent times.

So, rather than investing in technology tools and considering it as regular project execution, the focus has shifted to pursuing business value. It means that an enterprise must now know what value they seek from a technology investment right at the start instead of the traditional focus on schedules and budget.

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> Technology projects typically report on time and on-budget as key measures. Equal consideration must be given to the value and outcomes achieved by the business from these projects. "
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> **Erik Mlincek,**
> Oracle Group VP of Business Value Services[1]

The same philosophy applies to the HR function as it becomes a strategic partner to the business. Human Capital Management (HCM) investments can play a critical role in helping HR do everything necessary to boost employee experience and contribute concretely to business performance. So, more than ever, the HR team must be clear about the value expected from HCM.

Infosys has arrived at an innovative and **metric-driven HCM Cloud transformation framework** for Oracle HCM Cloud projects which helps HR to identify the value they want to see after implementation. For HR to realize the value, the thinking must revolve around the why what and how of transformation.

The "why" part focuses on enabling HR as a strategic partner for the organization and an employee ambassador by harvesting technology solutions, including automation and analytics. Historically, the emphasis has been on improving processes. However, in the value-led framework, HR assumes a larger role and delivers business value with key metrics that impact an organization's top line and bottom line.

The "what" part revolves around the six key HR areas, talent acquisition, compensation and benefits, time management and payroll, employee productivity, performance and learning management, and employee engagement. Broadly, the outcomes from each area can be - source, grow and retain the right staff at the right job at the right time, align policy and administration,

optimize processes and systems, enhance flexibility and scalability, and improve employee experience at every stage of the lifecycle. In addition, it involves defining metrics, such as talent acquisition cost, employee productivity, staff turnover, self-service adoption, or any standard industry measures.

But HR needs consulting and advisory services to arrive at the right outcomes for each focus area tuned to its business context.

The "how" part fills in the need for expert guidance. It comprises planning and implementing change initiatives to drive consistent HR practices and policies, shifting from a transactional to a transformational mindset. It begins with in-depth discussions with the client during the discovery phase of an engagement to determine the top five KPIs to measure after implementation. Then, Infosys monitors these metrics closely during implementation to ensure they are realized as planned. In essence, these KPIs represent the value derived from Oracle HCM Cloud based on the specific business context.

This approach zeroes in on HR's challenges and expectations and, as a result, can set up the right KPIs to track. Furthermore, it makes these KPIs achievable by relying on appropriate technology solutions. In this way, Infosys' HCM transformation program delivers the targeted business value and outcomes.
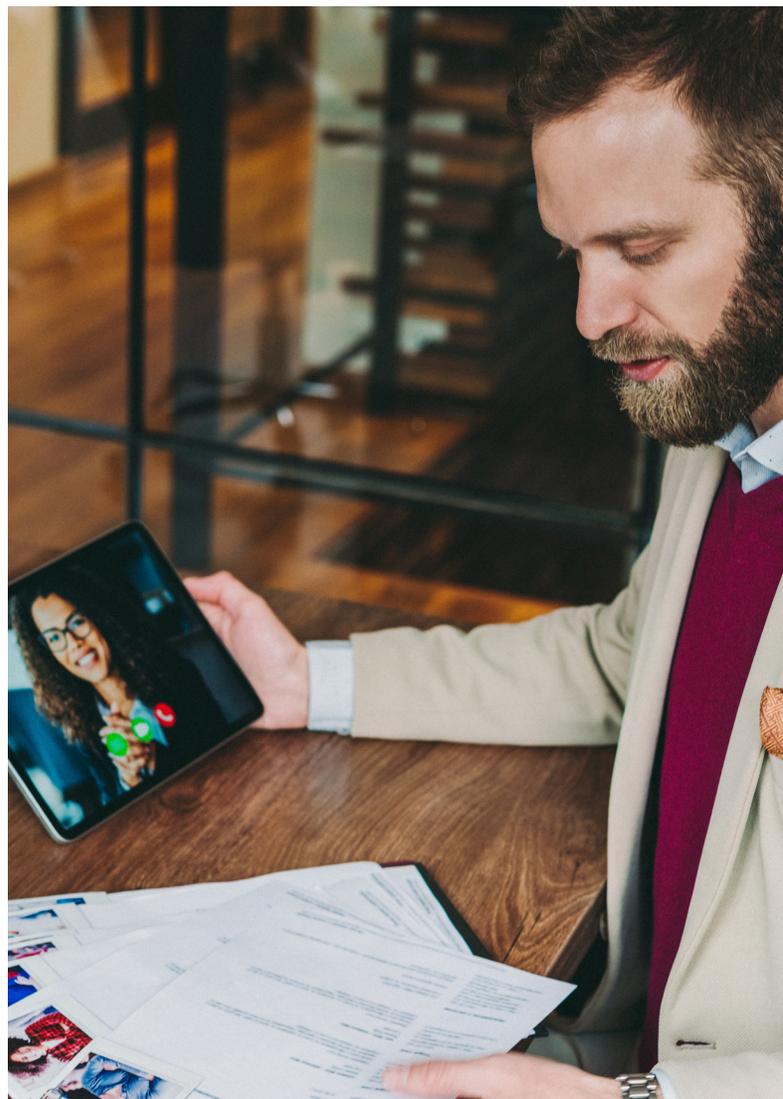
How to deliver value-laden HR transformation

A deep dive into how Infosys orchestrates HR transformation illustrates a new way of doing things while expertly catering to modern expectations. Across the focus areas, our approach involves determining the appropriate KPIs and architecting scalable solution that address the business needs and implement these using a judicious amalgamation of data, business processes and technology developed over Oracle HCM Cloud.

Here's how it plays out in some areas.

1. **Talent acquisition and onboarding** – Trends like "The Great Resignation" cropping up have left recruitment teams worldwide struggling to find remedies. But on the other hand, candidates face their own issues in landing the right job.

Paula, a fresh graduate, is enthusiastically on the lookout for a job that will put her degree to good use and enhance her career prospects. However, her eagerness is on the dip soon, thanks to the application processes and long interview wait times. Above all, she cannot find a job of her liking leaving her disgruntled.

Cut to recruiter Owen's situation. He is keen to meet his hiring targets and produces campaigns to appeal to prospective candidates. He is committed to getting the best possible candidate and giving them a wonderful experience. However, finding good quality profiles is a challenge and shortlisting qualified candidates and organizing interviews has elongated the process.

Infosys utilizes Oracle SMART recruiting solutions that provide an amplified experience to the candidate and recruiter, enabling seamless employee onboarding. Infosys streamlined business processes and provided better tools and a single view workspace for a public utility firm. It resulted in 70% reduction in time to hire. Similar stories are available for KPIs like candidate experience satisfaction and onboarding time.

2. **Employee Productivity** – A McKinsey study found that during the average workweek, workers spend 28% of their time answering emails, 19% gathering information and 14% collaborating and communicating[2]. That only leaves 39% for their role-specific activity. The desire to automate these tasks frees time, eliminates human error, and improves reliability.

HR Manager Natalie is expected to manage several tasks and stay up to date daily. She spends considerable time on tasks that can be automated.

With **HR Digital Alerts by Infosys**, we have an event-based alert console with real-time communication on time-sensitive alert notifications based on the role.

So, Natalie receives alerts about critical open positions and upcoming seasonal hiring, allowing her to plan her work better. The solution also offers a self-driving workflow for critical pending approvals like contracts, leave and timesheets.

For a large American credit card company, the solution helped automate manual tasks and reduce the efforts for the recruiter by up to 30% and enhanced productivity.

3. **Time and attendance** – Keeping track of time and attendance accurately is vital for certain industries, like the services and retail industry, where billable hours are based on hours logged. Companies can incur various costs including compliance fallouts if the processing is not timely, thereby impacting the bottom line.

The time system at Marie's employer is outdated, making her reenter the same information multiple times. Besides, it cannot capture her overtime hours or detect when she is on leave. At the other end is her manager Peter who does not have visibility of his team's schedule and hence cannot plan their work efficiently. In large companies with a large scale of operations, such systems can cause much pain.

Infosys can enhance the efficiency of time management systems by weaving in rules and features that simplify data entry and reduce errors. For a large network solutions provider, Infosys reduced effort in data correction by 25% by inserting additional rules to validate that certain categories of employees submit time data correctly.

Piecing it all together

It's not enough to look at changes through a narrow lens - HR must be able to look at both the forest and the trees. The Value Realization Scorecard by Infosys provides a comprehensive view of both business and technology KPIs, aiding HR teams to easily track critical areas and make informed decisions.

30%	Improvment in Employee Experience Index	**70%**	Reduction in Time to Hire	**30%**	Reduced peyroll processing time	**40%**	Improvement in closure of Perfomance management cycle
35%	Reduction in Incidents & Tickets	**40%**	Effort Reduction by HR partner due to Automation	**50%**	Reduction in Help Desk call volume	**40%**	Reduction in Quarterly Upgrade Effect

Today, when HR's strategic involvement is on the rise, organizations must look at technology from a value standpoint. Infosys' HCM transformation program on Oracle HCM Cloud provides HR teams value realization to significantly enhance their business contribution as key stakeholders.

About the Authors

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He has 28+ years of total IT experience including 20+ years of experience in Portfolio Management, Practice management, Service Delivery Management, Account management, & Competency building, Presales management. Sameer's expertise includes development of new solutions, and accelerators that add business value to clients and develop assets that are differentiator to practice, develop Go-To-Market strategy and marketing strategy for the HCM practice Participate in leading analyst briefing for Gartner, Forrester, IDC, Everest. Sameer has a Bachelor's in Engineering in Computer Science and is a PMP certified Program Manager.

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He has 16+ years of global consulting experience in leading large scale digital transformation programs across human resources and back-office transformation engagements in program management and advisory roles. Niloy's expertise include strategic talent management, development of IT strategy through economic value analysis and agile program management. He has a Bachelor's in Engineering in Electric and Electronics and MBA from The University of Chicago, Booth School of Business.

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He has 21+ years of experience in delivering HCM programs to various customers across the globe and has played various roles such as Functional Lead, Solution Architect, Program and Portfolio Manager in these programs. Alok's expertise include end-to-end Digital HCM Transformations including Strategy & Roadmap preparation, Business Process Architecture, Value driven transformations and setting up Next Gen AMS for customers in his portfolio. Alok has a master's degree in Technology from Indian Institute of Technology, New Delhi.

References

1   Oracle Cloud HCM Value Realization Report

2   The social economy: Unlocking value and productivity through social technologies | McKinsey

Infosys Cobalt is a set of services, solutions and platforms for enterprises to accelerate their cloud journey. It offers over 35,000 cloud assets, over 300 industry cloud solution blueprints and a thriving community of cloud business and technology practitioners to drive increased business value. With Infosys Cobalt, regulatory and security compliance, along with technical and financial governance comes baked into every solution delivered.

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