

HR DIGITISATION



MATURITY MODEL

- Data
- Processes
- User experience
- Analytics
- Technology

IMMATURE

- Inconsistent, patchy data. No audits or clear owners of data. No data dictionary
- Paper and spreadsheets. Very reactive
- No visibility of data by employees or manager Hard to access HR services
- No global/company-wide HR system and no self-service
- No people analytics. Reporting is hard, time-consuming and on spreadsheets

CONCEPTUAL

- Data has been prioritised and is owned. Journey to improvement is understood
- HR processes have been reviewed and improved with the goal to moving online
- Employees can view and update on data and managers can view team's data. Users speak positively about HR
- Reporting has been streamlined and reports can be run easily/scheduled within system
- Global system in place. Further thought required for bolt-on modules

DEFINED

- Data is King. HR dept is clear owner of people and data governance / dictionary in place
- All main HR processes are managed through technology
- User experience of the HR service is positive and HR teams are working inclusively with other departments
- Full use of digital dashboards and multi-dimensional reporting, e.g. cross-departmental
- There is a clear roadmap for HR technology to support the wider business strategy

INTEGRATED

- Vast amount of cross-departmental data providing insights across the business
- All processes streamlined and fully integrated across departments Full use of HR technology
- User experience of process is seamless across departments
- More sophisticated data using internal and external sources
- Digital HR is integrated deeper into business models and roadmap is underway

PREDICTIVE

- Best in class data management and governance
- All processes are automated and predictive. HR is strategic and able to partner with senior managers and can use data to support business decision making
- HR has a place at the board and is seen as a key partner to the business
- Advanced predictive analytics to support the business to make decisions
- Best in class technology to support the business. Consideration given to AI and RPA tools to continue to improve