



# DIGITAL HR MATURITY MODEL

## 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
- Advanced predictive analytics to support decision making
- Consideration given to AI and RPA tools

## INTEGRATED

- Vast amount of cross-departmental data providing insights across the business
- All processes streamlined and fully integrated across departments
- 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

## DEFINED

- Data is King. HR dept is clear owner of people and have data governance / data 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
- There's a clear road map for HR tech to support business strategy

## CONCEPTUAL

- Data has been prioritised and is owned
- HR processes have been reviewed and improved with goal to move online. Global system in place
- Employees can view and update own data and managers can view team's data
- Reporting has been streamlined and reports can be run easily
- Further thought required for bolt-on modules

## IMMATURE

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