

An Integrated Operations Transformation Approach for HR

The Essential Strategy for HR Evolution



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Introduction

HR transformation is about reimagining the employee lifetime from candidate to alumni. Such an exercise requires a complete rethinking and rechartering of the HR function/department within the enterprise and extensive cross-functional collaboration. Any HR transformation project in today's business landscape involves a technology change or upgrade. However, in many such initiatives, transformation implies chasing the next new thing in HR technology without determining its right fit and use. Furthermore, in many cases, such projects are often aimed at specific business units rather than the entire organization. Learnings are not shared across departments, and limited adoption results in growth or metrics advance for only some business units. Improvements in enterprise-wide metrics such as employee engagement, satisfaction, or attrition rate are not seen.

Every organization's value proposition in the market depends on three vital elements – people, processes, and technology. Thus, organizations must address all three factors during any HR transformation effort and not only the technology element. In fact, any solution that fails to address any one of them will make an enterprise return to its old practices, resulting in the failure of the HR transformation plan.

The most effective HR transformation approach is multi-dimensional, encompassing operational and technological changes. An organization must ensure cross-functional coordination for newly deployed technologies to achieve business-focused outcomes and processes. HR transformation is a journey, and organizations will typically be at various stages in their journeys, according to their process and data integration, people readiness, and technology leverage in operations. The transformation initiative must be planned by looking at the next stage where the enterprise wants to reach from its current state.

In this study, we examine the traditional transformation approach, look at some of the reasons why transformations fail, and explore how these can be mitigated by taking an integrated operations transformation approach. The report will benefit HR leaders and organizations trying to move up in the HR maturity stages, understand the benefits of HR transformation, and help in choosing the right provider for this journey.

The traditional transformation approach

Many enterprises that are beginning their digital transformation journeys find that the benefits of various process transformation initiatives, including HR processes, are less than expected. In fact, enterprises that link their digital transformation endeavors just to technology development are particularly vulnerable to value leakages. True digital success combines technology, operating model changes, upskilling/reskilling, and organization-wide adoption. A one-dimensional transformation plan limits digital efficiencies and success.

Below, we discuss the urgent need to transform the HR function, as well as some of the key factors that enterprises should be aware of in order to ensure the transformation initiative's success.

The need for HR transformation






The HR function is undergoing a significant makeover globally. Digital technologies are causing massive disruption by altering the way businesses interact with their employees. Findings from Everest Group's recent Multi-process HR Outsourcing (MPHRO) Buyer Satisfaction Survey indicate that digitizing one or more processes within the HR function was among the top three priorities for 53% of enterprise buyers for the next 12 months.

These trends are driving enterprises to shift from traditional HR management practices and focus on establishing a flexible, fluid, and integrated HR model. This model aims to create a smooth and integrated employee experience rather than a compartmentalized approach to HR activities. The exhibit below highlights the changes sweeping across the HR function and the key characteristics of this change.

EXHIBIT 1

Changed approach to HR services

Source: Everest Group (2022)

Traditional paradigm of HR services	Next-generation paradigm of HR services	Characteristics of the change
Operational cost reduction	 Employee experience/engagement	In addition to achieving cost savings, HR should concentrate on improving employee experience to better recruit, engage, and retain talent, thereby contributing directly to the workforce emerging as a crucial enterprise resource.
Process-centric services	 Employee-centric services	According to an employee-centric view of HR, employees should be able to get the required information and complete HR tasks through a single platform. They should not face any hurdles around discrete HR processes.
Discrete/disparate point solutions	 Personalized and integrated/seamless solutions	Employees no longer need to use multiple technologies for different HR processes. They can use seamless services customized for them and available via a mobile app.
People management	 Talent empowerment	Instead of imposing onerous workflows and systems based on old technologies and ideas, HR should give employees intuitive, integrated, accessible, and disintermediated workflows and systems that empower employees to self-serve.
Supporting the business	 Partnering with business	HR should not be limited to simply assisting the business in cost-cutting and efficiency improvement measures. It should take the next step toward becoming a business partner by leveraging the available rich data set and people insights to weigh in on business-outcome focused decisions.

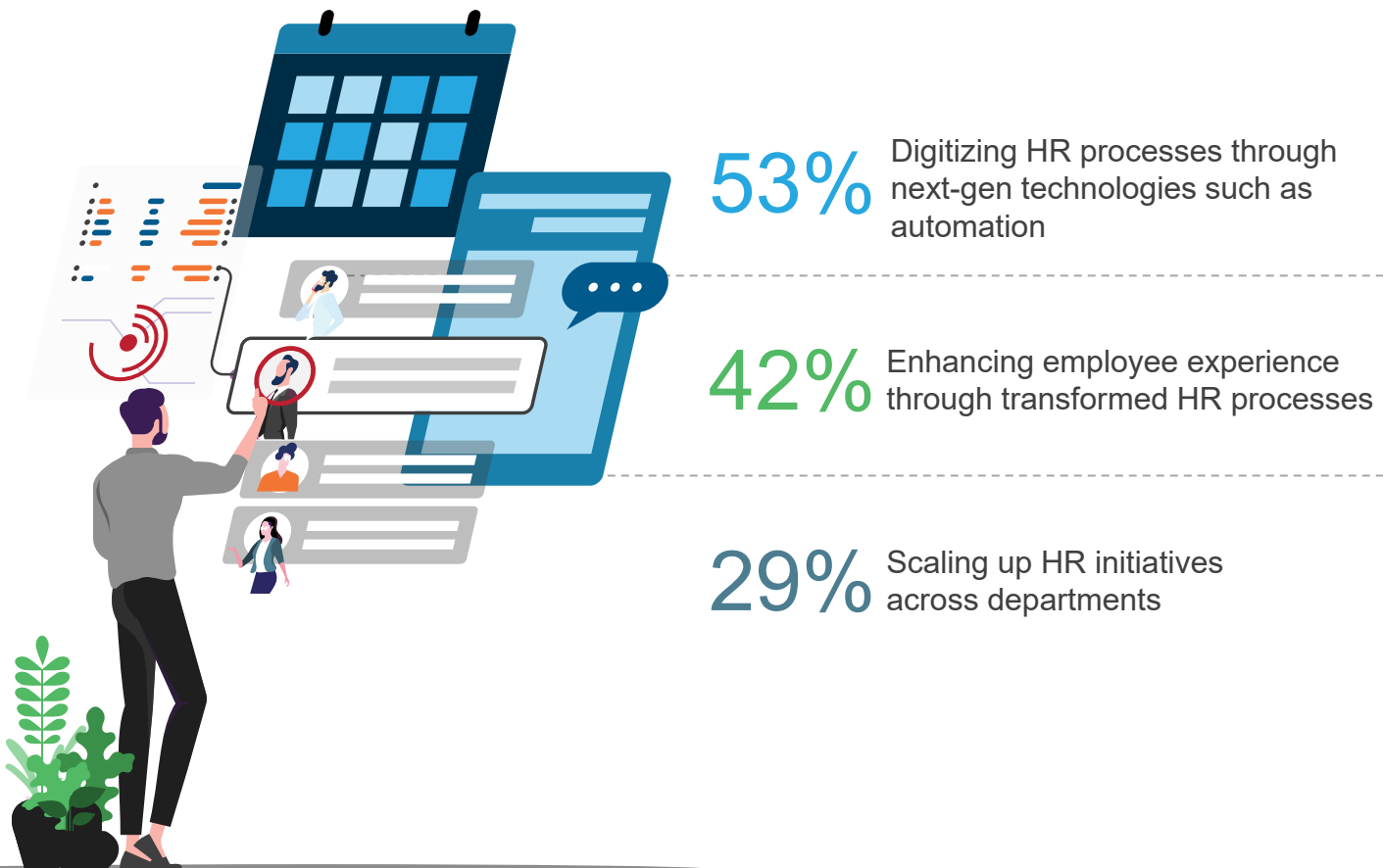
Findings from the Everest Group MPHRO Buyer Satisfaction Survey reveal that enhancing employee experience via transformed HR operations was among the top three priorities for 42% of enterprise buyers for the next 12 months.

Given the talent shortage and pandemic-induced challenges of hybrid work, businesses and HR leaders recognize that employees are the most valuable and vital resource for an organization. They also acknowledge that any strategic or operational transformation should have the employee and the enterprise's HR process at its core. The exhibit below lists the top three enterprise priorities for HR.

EXHIBIT 2

Key priorities of enterprise buyers for HR function

Source: Everest Group (2022)










HR services, previously restricted to administrative tasks, have evolved to play a vital part in formulating a company's short- and long-term strategies. This shift has resulted in HR's operational transformation from a focus on administrative effectiveness and operational efficiency to the development of advanced capabilities to support business growth and operational excellence. AI, ML, RPA, and chatbots are some of the crucial enablers for this evolution. The exhibit below depicts some of the technology use cases in the HR function that have led to operational cost savings and efficient operations.

EXHIBIT 3

Technology use cases in the HR function

Source: Everest Group (2022)

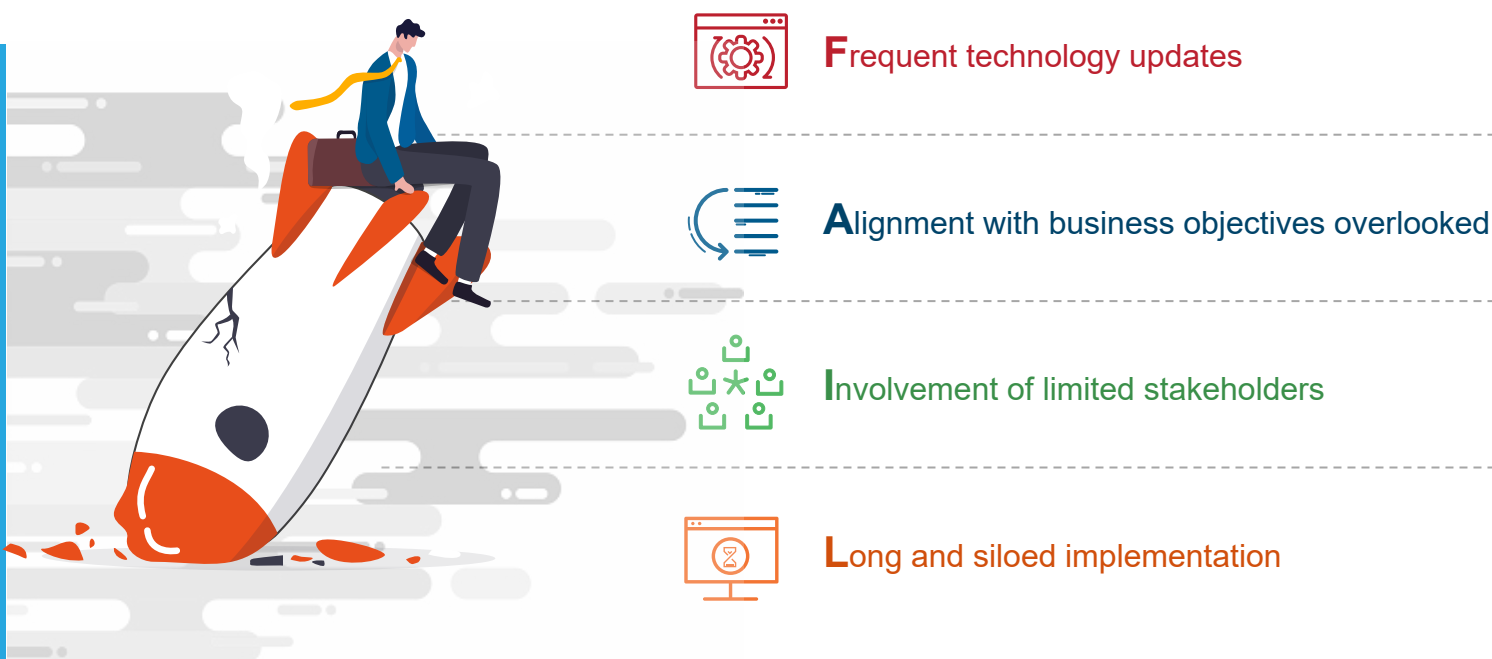
	Usecase 1	Usecase 2	Usecase 3
Recruitment 	Chatbot to interact with potential candidates to capture preliminary information and schedule interviews	Passive screening of candidates from social media and online talent hubs	CV matching / fit score
Benefits 	Predicting the healthcare needs of employees based on medical bills and premiums paid	Impact of different benefit plans in terms of coverage and costs	RPA in conjunction with AI can be used to execute employee/dependent eligibility verification
Payroll 	Payroll data entry, updates, and data validation	Forecasting and reducing employee remuneration costs	Pay insights (across demographics such as age, sex, and location)
Learning 	Training effectiveness score (measuring skills built as a result of training exercises)	Suggesting training programs based on performance scores (e.g., which training programs will benefit top performers the most?)	Correlation between participation and business impact (e.g., retention, sales, and customer service)
Employee contact center 	Programming with pre-defined rules to provide standardized responses to customer queries	Answering contextual queries based on past customer interactions	Accelerating task execution for agents by eliminating multiple logins and providing simplified views
Performance management 	Performance appraisal satisfaction rating	Timely and efficient appraisal, as well as benefits disbursement process	Identifying top performers and grooming them for leadership roles
Employee satisfaction 	Effectiveness of employee engagement activities	Addressing preventable attrition through learning programs and identifying right career-paths	Capitalizing on structured and unstructured data from multiple sources (e.g., social media) to create, improve, or redesign initiatives that can help create better business insights and measure the impact on productivity and business growth

Some early adopters of technology realized the need for HR process transformation much before others and started using digital technologies to meet their workforce's evolving needs. The pandemic hastened their digital journeys, while also forcing organizations that were lagging to begin digital forays. Notably, however, many organizations that start this digital transformation journey never complete it. Some of the key reasons for failure are:

EXHIBIT 4

Reasons why transformations fail

Source: Everest Group (2022)



Frequent technology updates

The HR technology business is a fierce battleground, with providers continually adding new features and products to their portfolios. As a result, enterprises are prone to chasing the next new thing without understanding its need and fit. Enterprises need to do enough due diligence to understand how the product can help improve their employee experience and streamline their HR processes. They should take the necessary steps to ensure that the feature-rich, expensive tool does not end up as a misfit in the HR technology suite

HR Transformation should not be synonymous with chasing the next shiny object, but rather be a complete overhaul of processes and people experience.

Alignment with business objectives overlooked

At times, organizations do not deliberate enough to align digital technologies with the desired business outcomes when establishing the business case for HR transformation. The business KPIs and performance metrics are not established, which means that enterprises are unable to evaluate the tool's value and impact on business performance. Enterprises need to include proper checkpoints to ensure that the tool is used and adopted to its full potential. It should not result in a limited or negligible return on investment, wasted setup cost and effort due to limited adoption.

Involvement of limited stakeholders

HR functional and technology leaders must be aligned when designing the transformation program and selecting the relevant digital technologies to enable it. They should make process- and people-centric decisions rather than IT- or product feature-centric ones. E.g., learning and development leaders must also be included in these discussions because, in many cases, employees are not trained and are unaware that these technologies exist to make their jobs easier and more productive. The inclusion of relevant leaders can improve planning for training and systematic product rollout.

Long and siloed implementation

HR processes must align with local labor laws and regulations in which an organization has a presence. Typically, many strategic HR decisions are taken at a country or regional level, resulting in HR technology being implemented only for a department or a country. This approach delays scaling up and integration with the global HR technology ecosystem. The data also sits in siloes and cannot be utilized for meaningful insights. Another drawback of siloed implementation is longer implementation cycles when any company-wide technology project is rolled out due to the enormous amount of data migration and cleaning required.

For HR operational transformation to succeed, there is a need to strike the right balance between the HR and IT functions. The transformation should be people- and process-centric, with technology acting as a catalyst.

Integrated operations transformation




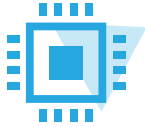
Effective operations transformation is characterized by multiple aspects and accompanied by optimization opportunities across infrastructure, applications, business processes, and industry-specific solution layers. It can be accelerated using connected ecosystems of digital and process enablers via knowledge specialists who bring in organizational context-specific know-how. Evaluating, redesigning, and realigning operations across infrastructure, core systems, and process layers help optimize and generate higher value from digital transformation initiatives.

An integrated operations transformation approach is a force multiplier that improves and standardizes business processes and increases business outcomes manifold in terms of revenue, resilience, experience, adaptability, loyalty, and brand equity. However, enterprises should keep in mind their maturity levels in terms of automation, process integration, data integrations, and technology used before embarking on the transformation journey.

The exhibit below describes the distinctive features, technologies leveraged, and reporting capabilities at different maturity levels of HR operations.

EXHIBIT 5**Maturity levels of HR operations**

Source: Everest Group (2022)

Increasing maturity level	Stages of HR maturity	Objectives and features	Reporting and data visualization	Technology leveraged
	PRIMITIVE	<ul style="list-style-type: none"> HR management is perceived as just managing the staff Essentially translates to controlling the staff, ensuring the job gets done, and dealing with any immediate disciplinary matters Processes are ad hoc and only pertain to people and HR issues when they happen 	Siloed paper or basic spreadsheet-based reports	Paper-based processes requiring significant manual intervention and lack of experienced HR practitioners' and tools
	REACTIVE	<ul style="list-style-type: none"> A conscious move to a systematic and structured approach to HR management Reactive approach to people, HR programs, and issues Sole focus on cost and compliance 	Basic reporting and descriptive analytics are available at the department/country level through limited use of dashboards, but not at the organizational/global level	Partially automated processes with minimal to moderate use of the cloud; disconnected technology, workflows, and minimal focus on employee experience
	PROACTIVE	<ul style="list-style-type: none"> Automated core HR, benefits, and compliance processes Starting to design HR processes centered on people and culture to improve employee experience Focus on process efficiency 	<ul style="list-style-type: none"> Dashboards available to track core HR metrics and visualization tools available for consolidated insights Detailed processes to turn insights into actions 	Single cloud-based platform for core HR processes and point solutions for non-core HR processes, with strong mobility, self-service, and proactive compliance guardrails
	COGNITIVE	<ul style="list-style-type: none"> Repeatable best-in-class processes, benchmarked and validated against industry peers Cognitive automation across the board with manual intervention only for judgment-intensive HR tasks HR function seen as a critical element in defining the business strategy Focus on agility and resiliency 	<ul style="list-style-type: none"> Reports and metrics within processes such as recruitment, learning, and onboarding are available through interactive dashboards and continuously benchmarked internally across departments and externally across peers of similar industry types, geographies, and segments Insight into how people data and insights can translate to business outcomes 	Single integrated platform for the entire workforce, including gig and blue-collared workers, with features such as predictive people analytics, insights, and recommendations

Notably, the key levers that can help enterprises progress to higher maturity levels and improve business outcomes are:

Process levers: They accelerate the analysis of operational processes and are critical for identifying problem areas. These levers can help define the baseline and highlight improvement areas. Some of the key process levers are:

- **Maturity assessments and industry benchmarks:** The HR process comprises several sub-processes such as learning, recruitment, payroll, and benefits administration. Assessments can help evaluate these sub-processes and determine their contribution to the entire HR function and, as a result, business outcomes. Assessment activities include process documentation, responsibility matrices, indicators, SLAs, performance, and governance. Often, an organization needs to remodel a few sub-processes rather than the complete HR process. Benchmarking these sub-processes internally across departments and then against industry peers can help identify the sub-processes that require an overhaul. It can also assist in identifying KPIs on which an enterprise is falling behind and in determining the right technology to close the gap. Finally, this exercise can help develop a roadmap for achieving targeted business results. It can provide insights on ways to leverage existing systems and the projected benefits of implementing new ones
- **Process mining and monitoring tools:** These solutions can ensure process excellence by real-time tracking of different sub-processes in the HR department. Process mining technologies can identify bottlenecks in HR processes, improve employee experience, and improve HR policies and strategies. They can assist in assessing the reasons for candidates rejecting a final offer or highlight a task within recruitment that is delaying the overall process. These tools can also determine the effectiveness of HR query management. Monitoring tools can be used across HR processes, including recruitment. The tools may provide real-time information on a dashboard by integrating with Power BI, Tableau, or any other visualization solution and offer insights such as time-to-fill, time-to-start, and time-to-offer and trigger an alert for the task owners when a task is delayed

Technology levers are critical identifiers and implementers of operations transformation. These levers need not necessarily be new Applicant Tracking Systems (ATSs), Human Resources Information Systems (HRISs), data analytics, learning, or payroll systems but can be value-adds that plug existing technology gaps and augment the technology's functionality to achieve business outcomes. To maximize the business benefits from these solutions, it is necessary to ensure they are not used in isolation and a strong orchestration strategy is in place to automate configuration and coordination across all enterprise systems. Ideally, they should be lightweight, easily configurable, and reusable point solutions that can be scaled across the enterprise and leverage some of the following technology elements:

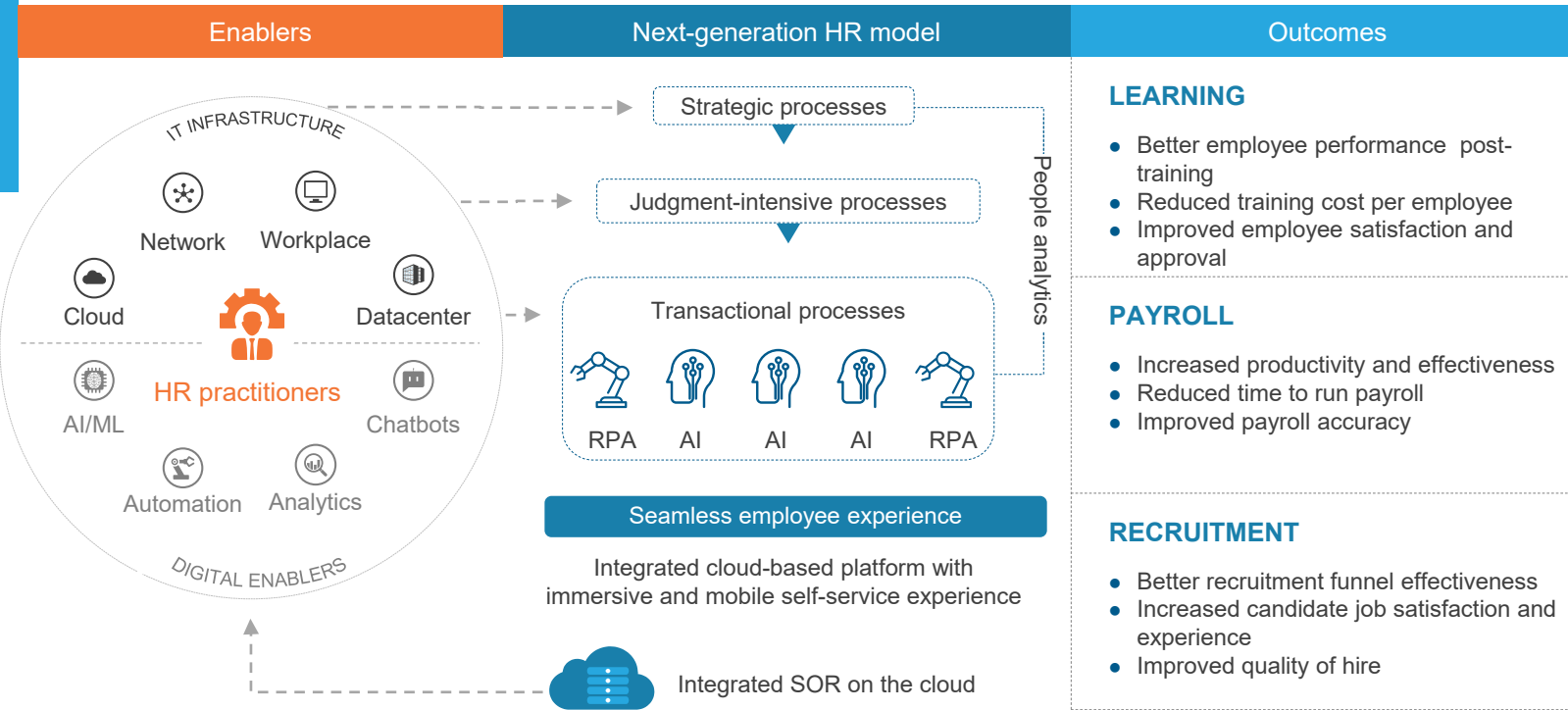
- **AI / Natural Language Processing (NLP):** AI- and NLP-powered point solutions are increasingly relevant in the modern HR landscape. One of the key use cases is in talent acquisition, to intelligently match candidates based on their resumés with job descriptions posted by hiring managers, eliminating the recruiter's tedious shortlisting task. The solution can shortlist candidates more quickly as well as eliminate any bias. Such a solution can easily integrate with an organization's HRIS or ATS
- **Automation:** RPA adoption has increased in processes such as onboarding, payroll, expense management, and document verification. In payroll, it can automatically detect anomalies by comparing historical payroll data and categorizing the errors based on the deviation. Organizations are increasingly deploying bots to cross-check personal expenses against company rules and external expenditure regulations for expense management. Automation tools can also create unique IDs for new hires and initiate the document verification process during onboarding
- **Chatbots:** Chatbots and virtual assistants are among the most employed technology levers across HR processes. A virtual assistant can respond to employees' basic questions about different HR processes, resulting in speedy resolution of level 1 queries. Virtual assistants can also be used to distribute payslips to employees and explain deductions in detail. Furthermore, they can deliver global payroll spend insights and operational metrics on the payroll administrator's mobile device

People levers refer to the HR practitioners or knowledge specialists who need to use the available processes and technology levers to improve the employee life cycle within the organization. They must align the HR strategy with the enterprise's overall business plan and objectives. Enterprises must hire suitable candidates, leverage external resources, or reskill existing employees to transition from transaction-based generalists to techno-functional experts. These practitioners should have the technical expertise to use advanced analytics and benchmarking tools. They must identify critical processes that need improvements and take proactive steps to improve them. They must use predictive analytics to forecast attrition at business and organizational levels and take pre-emptive steps to avoid talent shortages. Firms must recruit skilled people to fructify their investments in process and technology levers. A comprehensive awareness of the required skill sets may help decide whether the organization should develop these capabilities internally or through third-party providers.

The next-generation HR model

The HR model of the future will be built around a cloud-based, next generation technology-led platform. It will be intuitive, integrated, and capable of providing a better employee experience. It will focus on orchestration rather than outsourcing, and a consult-to-operate model based on design thinking will drive it. The exhibit below illustrates the key enablers that can help in achieving the discussed Next-generation HR model and result in improved metrics across different HR sub-processes.

EXHIBIT 6
Next-generation HR model
Source: Everest Group (2022)



An optimal mix of process, technology, and people levers can help organizations streamline HR processes. However, it is not easy to get dynamic elements – such as people, process, and technology – to collaborate to build a solution that will yield the desired HR outcomes. Enterprises often make the mistake of recognizing the flaws in their HR function but failing to put together the right transformative solution and executing it at the right pace and in the correct sequence. Enterprises should be able to see beyond point solutions and adopt an integrated, agile, and contextualized strategy for HR transformation by harnessing the following capabilities:

Orchestration

Selecting the most cutting-edge HR technologies and solutions for HR transformation is one thing, building a seamlessly integrated employee experience that efficiently balances employee expectations and business objectives is quite another. Organizations should undertake employee lifecycle mapping activities to acquire a thorough understanding of employee preferences and experiences. In IT-enabled operations, orchestration is critical as it enables the sharing of automated processes and their configurations across groups of systems or devices. Through a DevOps strategy, IT orchestration can facilitate the streamlining and optimization of routinely repeating processes and workflows, allowing IT teams to deploy HR apps effectively and swiftly.

Plug-and-play/Configurable enterprise solutions

Following the pandemic, many enterprises were forced to radically revamp their HR operating models in a matter of days. Payroll, for example, was obliged to transition from an offline- to an online-centric delivery model. This change disrupted the delivery of some HR services. Organizations must create a high degree of configurability in the face of changing business models and operating dynamics to withstand any disruptions in the future. Plug-and-play and ready-to-use solutions can help achieve this configurability as they include modular adjustments and enable flexible business models to keep operations running as usual in the face of varying enterprise needs.

Integration of HR processes, applications, and infrastructure

One of the key concepts of modern-day IT operations is to take advantage of the synergies that exist between the HR process, IT infrastructure, and applications, thereby unlocking the enormous value that resides at the intersection of these layers. An integrated approach not only allows organizations to see how a business goal, or an employee touchpoint can be converted into infrastructure data at the application level, but also helps recognize how changing a component in the HR ecosystem affects the application and the HR sub-process it supports. This method not only assures that IT operations do a better, faster, and less expensive job of finding and addressing problems that employees experience, but also allows for the least disruptive changes to the infrastructure layer.

Contextualization

While numerous HR technology solutions are available in the market, they will only be effective when tailored to enterprise demands. Contextualization varies by enterprise industry, demographics, and HR maturity level, among other factors. Contextual knowledge is frequently obtained only through prior experience, as certain solutions that function flawlessly in one environment may not work in the setting in which the incumbent enterprise finds itself.

To successfully transform HR operations, enterprises need a complete transformation suite with a library of prebuilt digital solutions to update enterprise operations. These digital solutions should serve various enterprise requirements across the HR value chain leveraging technologies such as

automation, AI, ML, chatbots, analytics, and cloud-based platforms. The solutions will be much more useful if they are modular and contextualized based on organizational HR processes. It is also vital for these solutions to be well orchestrated to achieve enterprise configurability, drive business agility, strengthen business resilience, and enhance employee experience. The right plug-and-play enterprise-grade solutions, coupled with integrated operations and contextualization, will help organizations come up with the next-generation HR model.

Operational transformation can result in diverse benefits for employers as well as employees, as depicted below.

EXHIBIT 7

Benefits of HR transformation

Source: Everest Group (2022)



Improved employee productivity

An integrated HR technology ecosystem can provide employees with a single portal for all their needs. This enables them to complete their HR process-related tasks more quickly, easily access relevant information, and allow them to devote their time to their core duties.



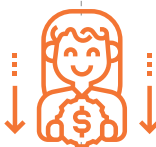
Enhanced employee experience

Modern technology levers can improve employee experience by offering various self-service tools. Chatbots can significantly reduce the time it takes to resolve queries. Integrated surveying and pulsing tools can quickly assess employee engagement, identify improvement areas, and assist HR professionals in addressing them.



Effective strategy planning

Integrated HR systems can provide global visibility into human resource spend and people insights. They can also help compare these metrics across departments and countries, assisting in the identification of problem areas. The people insights gained can assist in workforce planning, skilling, hiring, and retention. They can also help align HR strategies with business goals.



Lower HR administrative cost

The processes, people, and technology levers can together significantly cut costs by optimizing processes, automating manual tasks, leveraging synergies, and sharing best practices across departments.



Improved workforce visibility

Fragmented systems make it difficult for business and HR leaders to gain a comprehensive view of the organization's workforce. Monitoring tools and real-time dashboards can provide a clear picture of an employee's career progression, skills, and performance, making it easy to assign appropriate training and create a career roadmap.

The role of providers

Providers can play a pivotal role in making the HR transformation initiative successful. They can assist enterprises in the following ways:

Benchmarking and current-state assessment

Providers can bring in sophisticated analytical tools and dashboarding capabilities to compare different KPIs and processes within departments. They can bring in industry-wide benchmarking data to assist businesses in assessing their current performance compared to their peers and formulating their desired states. A provider may also offer trusted and proven frameworks as well as the right digital tools to assess an organization's HR maturity, which is necessary to establish the as-is state. The entire candidate-to-alumni life cycle does not need to be transformed in most cases. The benchmarking and maturity assessment exercise, with the assistance of an experienced provider, can help identify the right processes within the broader HR function.

Change management

The HR process affects every employee, from a transaction-based to a CXO-level role, in the firm. A large-scale transformation project can result in a change in job status, workload, or reporting structure. Hence, many change management-related challenges are likely to crop up for every such project. The provider can address stakeholders' concerns and questions about the transformation plan. It can also assist the client's internal communications teams in effectively communicating the benefit to each stakeholder once the transformation program is fully implemented. The provider can also escalate any hindrances or non-compliances to facilitate implementation and iron out discrepancies to make the transformation project a success.

Technology selection and integration

HR transformation should not translate into a technology replacement project. The right provider acts as a true partner, taking a consultative approach rather than a pure technology-oriented one. It can assist the enterprise in performing proper due diligence to understand and shortlist the processes or KPIs that need improvement. Accordingly, it should suggest and provide the appropriate tools that can be easily plugged in or integrated with existing HR systems to unlock maximum value for the client. Leading providers often bring an ecosystem of pre-built solutions across the candidate-to-alumni value chain, leveraging their domain and industry expertise. As these solutions are already contextualized for different industries, they require little time for enterprise-specific customizations and are faster to deploy. These tools should help resolve a specific HR challenge that the enterprise is facing, such as onboarding experience, talent screening, or payroll accuracy. The provider also brings in technical expertise to simplify integration and expedite implementation.

Consulting support and skilled resources

HR transformation can be complicated, and in many circumstances, an enterprise may lack the necessary resources in-house to plan and implement it. In fact, in the Everest Group February 2022 quick poll, 87% of respondents mentioned the lack of skilled staff to be a key challenge preventing their companies from improving employee experience through HR transformation.

A provider may bring in experts to implement such projects across industries. Based on the client's industry and organizational structure, it can play a critical role in identifying potential issues and offering advisory services across technology, operations, and overall transformation.

There are several factors which enterprises should consider before engaging with a provider. Some of the important ones are described below.

EXHIBIT 8

Key considerations when leveraging a provider

Source: Everest Group (2022)



Cultural alignment

The HR department and HR processes have the most influence on an organization's culture. Enterprises should carefully choose a provider that can align with the organization's culture. They should also establish a proper communication and change management strategy to create awareness among their employees of the changes expected in the future as part of the transformation initiative.



Control over operations

The enterprise leadership and internal project managers must always have oversight of the transformation project and overall HR operations during the transformation. Operational challenges can arise while leveraging a provider and establishing a proper governance structure, meeting cadence, and responsibility matrix can serve as needed guardrails.



Hidden costs and unexpected fees

Enterprises should ensure that all customization and services costs and the scope of work are well captured in the contract to avoid any unforeseen costs later.



Data security

Enterprises must seek detailed information from providers about their data security, confidentiality, and protection policies and systems. They should also conduct a thorough security audit of provider systems to ensure that employee data is protected with the help of in-house security and IT teams.

Case study

The enterprise

Founded in 1941, US-based Weatherford is a leading multinational oilfield service company, operating across 75 countries. The company employs more than 17,000 people worldwide across 350 operating locations, including manufacturing, research and development, service, and training facilities.

The challenge

Weatherford had been using a legacy HCM that was customized over time to meet the needs of various countries in which it operates. As a result, there was a lack of standardized reporting and limited visibility into key workforce metrics, such as total headcount, new joiners, terminations, and attrition rate, across its countries of operation. The HR department was unable to gather people insights to develop future people strategies at a global level. Data extraction from the system was time-consuming, self-service for the HR department was not possible, and pulling out reports required IT assistance. Even after leveraging IT support, the data and reports retrieved were not always completely accurate. The company also had country-specific hiring, performance, and employee data management processes, which resulted in different formats and templates for offers, resignations, and promotion letters. Hence, operations were inefficient, and employee experience was inconsistent.

The solution

Weatherford partnered with TCS to transform and standardize its reporting process, allowing its business leaders to gain a clear understanding of the key metrics. TCS took a consultative approach to identify opportunity areas and develop business-oriented dashboards, and the agile methodology employed resulted in a faster implementation cycle.

The end product is a People Analytics Dashboard (PAD) enabled by TCS Cognix, an automated HR dashboard that reduces reliance on manual and Excel reports. It uses the legacy HCM as a data source and offers 19 dashboards and 15 cards covering key workforce metrics at country and global level.

TCS used its industry expertise to standardize processes across the countries in which Weatherford's HR processes were distributed, developing common templates for all kinds of letters.

Outcomes

Weatherford has begun to realize some of the benefits that it aimed to achieve from the engagement with TCS. These include:

- PAD has become the single source of truth for the HR department to obtain people-specific data and insights. The HR department does not need IT support to pull out reports and can self-serve its needs
- Executives can obtain a comprehensive picture of HR operations, as well as timely, meaningful insights to make decisions, which increases operational effectiveness. Country and regional leaders can compare their diversity and people metrics with those of other regions to identify areas that need improvement and formulate relevant people strategies
- Employee experience across countries is also becoming more consistent due to standardized new-hire offer packs, letters, and automated change letter generation based on pre-defined rules using candidate information from the data source

The exercise has allowed Weatherford to gain visibility into its full-time employees and ensure process standardization, and it continues to partner with TCS to add more use cases to the PAD project. It has a robust roadmap to include third-party workers' data to gain visibility into the total talent, develop compliance-oriented dashboards, and incorporate persona-based access to provide insights to its leadership and management.

Conclusion

The changing face of human resources, combined with digital disruptions, is compelling organizations to undertake HR transformation initiatives. An enterprise's HR function can be transformed in many ways; however, we believe that an integrated operations transformation is the best way forward. This approach focuses on the three critical levers – people, processes, and technology – which shape an enterprise's value proposition both internally and externally. For HR transformation to be successful, an appropriate blend of these three components is essential, and organizations should leverage capabilities such as orchestration, plug-and-play enterprise-grade solutions, and contextualization to make these levers work in perfect collaboration.

HR transformation is a journey, and businesses will typically be at various stages on this path. Thus, they should be aware of their current state and plan their next steps accordingly. Partnering with a provider can help facilitate an organization's HR transformation. However, organizations should choose the right provider based on their current state and desired outcomes to succeed in their transformation agendas.

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