# Have the Pandemic and Emerging HCM Technology Evolved the HR Business Partner into a New Super Job?

HCM White Paper

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# Has the pandemic, combined with emerging HCM technology for Strategic Workforce Management, made HR Business partnering the new HR Super Job?

The term Super Job first came across our radar in Deloitte's article 'From Job to Super Jobs' in April 2019. What Deloitte stated was *'The use of artificial intelligence (AI), cognitive technologies, and robotics to automate and augment work is on the rise, prompting the redesign of jobs in a growing number of domains. The jobs of today are more machine-powered and data-driven than in the past, and they also require more human skills in problem-solving, communication, interpretation, and design. As machines take over repeatable tasks and the work people do becomes less routine, many jobs will rapidly evolve into what we call "super jobs" – the newest job category that changes the landscape of how organisations think about work.*

*In a super job, technology has not only changed the nature of the skills the job requires but has changed the nature of the work and the job itself. Super jobs require the breadth of technical and soft skills that hybrid jobs do – but also combine parts of different traditional jobs into integrated roles that leverage the significant productivity and efficiency gains that can arise when people work with smart machines, data, and algorithms.'* [4]

The article went on to state that moving forward jobs would fall into the three following categories:

| Standard jobs: | Hybrid jobs: | Super jobs: |
|---|---|---|
| Roles that perform work using a specified and narrow skill set. Generally organised around repeatable tasks and standard processes. | Roles that perform work using a combination of skill sets drawing on both technical and soft skills. Historically, these types of skills have not been combined in the same job. | Roles that combine work and responsibilities from multiple traditional jobs, using technology to both augment and broaden the scope of the work performed and involve a more complex set of domain, technical, and human skills |

KPMG's UK CEO Outlook 2020 Survey showed that 80% believe the pandemic has accelerated the creation of a seamless digital experience while 48% have noticed an accelerated digitisation of operations, putting (UK) businesses 'years' in advance of where they expected.

So with the acceleration of digital technology and the way we work being empowered by more data and machine to machine learning, how will the HR Business Partner role develop in relation to workforce management?

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# Strategic Workforce Planning
Will modern emerging technology create the first HR Super Job?

| Resourcing / Scheduling | Workforce Financial Planning (expense of entire workforce) | Strategic Workforce Planning (future capacity of critical skillsets) |
| --- | --- | --- |

**0 to 6 Months**

**6 to 24 Months**

**2-5 Years**

**Traditionally owned by**

Line management or operational resourcing

HR Business Partner supported by Finance

Workforce Management Function / HR Business Partner (depending on size of organisation)

**0 to 12 Months**

**1-3 Years**

**Future**

Line management or operational resourcing

HR Business Partner supported by Finance

Our HR customers have not been immune to the fast track elevator of Digital Transformation due to COVID-19. Key asks for support have been around Strategic Workforce Management as organisations look to scenario plan taking into account the impact of the pandemic on cash flow, and the uncertainty of timelines and impact. The need to understand what can be done against a backdrop of changing budget envelopes, government policy and grants, location lockdowns, skills shortages, and absenteeism, overlaid by the desire to take into account workers risk categories and wellbeing considerations.

This type of scenario planning that may have only been undertaken as part of an annual people strategy review is now being done almost daily and with more data points than ever before.  Necessity means that manual data points have now been automated and elements including attendance, well-being, and location are now board level requirements.  Much of these data needs now fall to HR business partners to collate, as they sit closest to stakeholders.

With uncertainty continuing to loom over businesses during the pandemic, business agility will remain a priority as leaders supported by HR, attempt to optimise resource cost – including labour, which equates to 60-70% of operations – while maintaining the best outcomes.  Which may raise the questions:

- Will Strategic Workforce Management become less of a functional speciality and more of a day-to-day responsibility for HR Business Partners. Especially as they rely on HCM platforms, automated data collection, machine learning, and artificial intelligence to get work done?

- Will strategic timescales continue to shorten due to increased uncertainty?  Will HR Business partners constantly review and adjust resourcing plans, optimise budgets and accelerate strategy to ensure the business continues to operate in the most cost effective and agile way possible, through a compassionate lens?

- Will workforce financial planning blur into strategic planning, as technology enables constant transition rather than specific transformation?

There are still many unknowns, but what we do know is, change over the next two to three years will be continual, and those organisations that can react and respond, whilst optimising costs, will win out.

> "
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## HR needs to put its oxygen mask on first by creating the space to execute at a super job level

Even before the pandemic, workforce financial planning and resourcing tasks often equated to 40% of an HR Business Partners' daily activity. With the added planning and resourcing workload in response to COVID-19, there is an urgent need to find a better way to complete these tasks to reduce HR burn out and free up capacity.

The role of HR is to set the correct framework that reflects local employment law, compliance, company policy, process, and purpose while also providing guidance, support, and consultation to operational managers on resourcing matters.
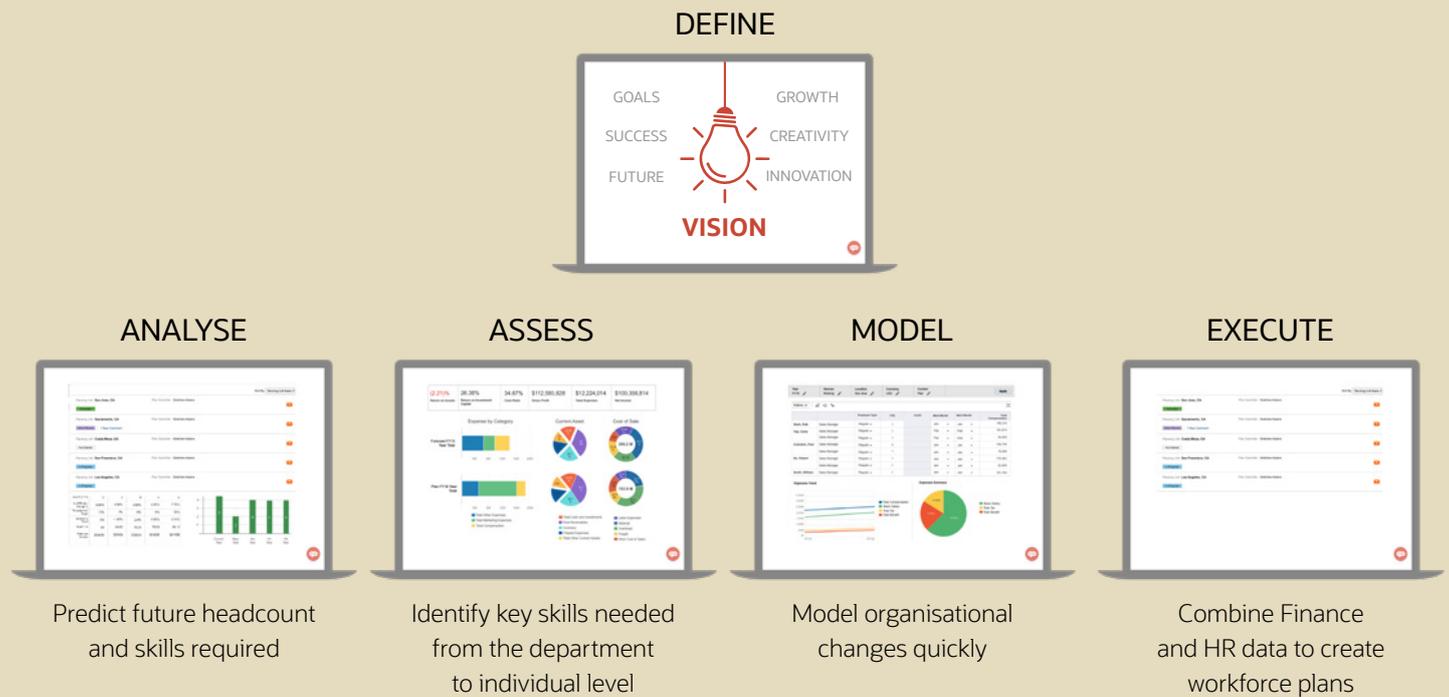
Through the use of Oracle HCM Cloud platform, Total Labour Costs and Total Labour Resource numbers can be provided at an organisational tiered level to resource budget holders securely through a mobile smart phone or laptop.  This frees up HR Business Partners from daily reporting and policing Workforce Planning activities and empowers budget owning line managers to allocate their resource budget within the organisational framework. Automated workforce governance ensures that overspend can be signed off by those with appropriate authority and necessary exceptions managed efficiently. Both internal and external recruitment can be approved in clicks not days, while handling pay increases and contract change requests become intuitive and agile.

A great example of this in action is the Co-op, a UK cooperative, one of the largest in the world generating £9.5bn worth of turnover.  They reimagined their hiring procedure with Oracle HCM Cloud to empower hiring managers.  Reducing their process from 4 minutes and 60 clicks down to 30 seconds and 5 clicks.  In addition to the time saved, the added capability of the recruiting manager to go and adjust job requisitions has meant a reduction in labour turnover by 11%, a 98% offer acceptance, and 65% of new recruits performing well in role. Meaning overall productivity has gone up.  (See more on the Co-op journey here).

# Defining the HR Business Partner Super Job

With the acceleration of digital capabilities such as AI and Machine Learning (ML) HR Business Partners will be enabled to execute the activities to adapt to continual change as part of their new super job. This enablement can be thought of as a 5 step process:

## HR Business Partner – 5 core activities of workforce management

**DEFINE**

GOALS          GROWTH

SUCCESS          CREATIVITY

FUTURE          INNOVATION

**VISION**

| ANALYSE | ASSESS | MODEL | EXECUTE |
|---------|--------|-------|---------|
| Predict future headcount and skills required | Identify key skills needed from the department to individual level | Model organisational changes quickly | Combine Finance and HR data to create workforce plans |

1. DEFINE and communicate the vision for the workforce, aligning the people strategy to the organisational strategy for the areas of accountability

   - What will be the purpose and remit of the workforce regarding peoples capabilities and values

   - The alignment of the peoples strategy to the overall business strategy

   - What will be the core capabilities and skills of work be moving forward, at a high level by function

   - How and where will they work, and the associated levels of workforce agility and flexibility

   - Consideration of future budget envelope, strategic location strategies and core people KPIs

   - Measures, reporting analytics in place to monitor and define success

2.  ANALYSE and ASSESS what there is today in terms of 'supply' and how that may change over time given 'insight'

- What skills do we have now?

- What is our turnover by job, skill, location & unit?

- Which staff will be retiring by job, skill, location and unit?

- What new skills and capabilities will we need in the future?

- How may working hours change or workforce policy?

- What skills are available by location?

- What impact will AI have on workforce demands within the future?

- What roles can be agile based on cross skills and capability share?

Oracle HCM Cloud Strategic Workforce Planning capability can support by:

### Assess Workforce Skills

- Identify key 'business segments'

- Source data from HR systems

- Analyse employee-level detail

### Calculate Workforce Supply

- Attrition assumptions

- Predictive planning

- Iterates with LoB Leaders
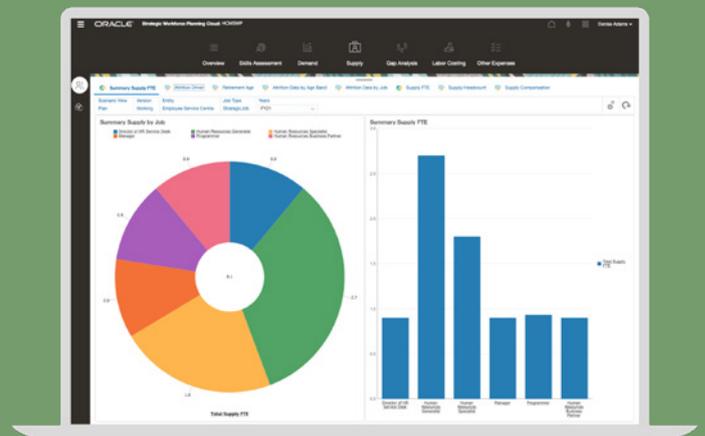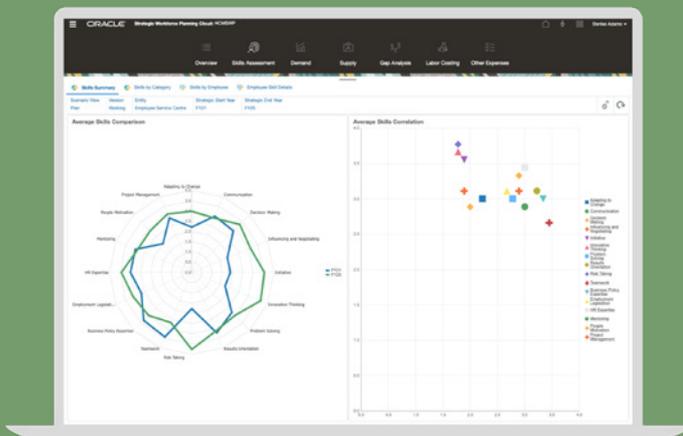
3. MODEL the future demand.  Understand the gap and scenario plan options to close

- What will our future skills need be by job?

- What jobs will we need?

- How will key operational programs have an impact on resource demand and skills?

- How many heads do we need in each job?

- What are the demand drivers, now and in future?

- How will demand be reflected in our jobs types & numbers?

- What will each job cost us, now and in future?

- Where will resources be sourced from (internal, outsourced, AI, Partner)?

- What type of benefits and contacts will be offered

- Split of full, part time and contractors to enable agile resourcing

- Consideration for how capabilities can be transferred across tasks – creating of operational super jobs

- Budget envelops, cost reduction or growth requirements?

Oracle HCM Cloud Strategic Workforce Planning capability can support by:

*Calculate Operational Demand*

- *Connection to Financial Planning*

- *Leverage demand drivers*

- *Business unit level of detail*

*Analyse & Take Action*

- *Review consolidated headcount*

- *Gap-closing strategies and scenario based planning*

- *Dashboards & visualisations*

- *Plan costs related to strategies*
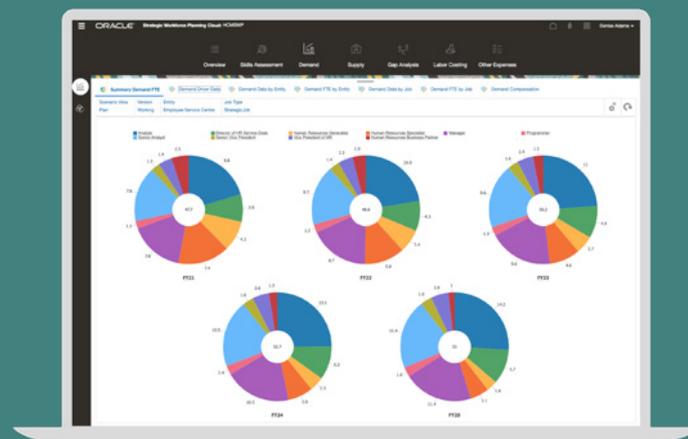
4. The final step of the new HR Business Partner Super job is to EXECUTE the desired strategy and plan through recruitment and career planning and development

- Recruitment
- Succession planning
- Reward management

- Continual analysis, adjustment and scenario planning
- Transition in skills development over time

Oracle HCM Cloud Strategic Workforce Planning capability can support by:

### Manage Employees / Jobs

- New Hire Requisitions
- Transfers
- Departures
- Full compensation expense planning

### Define Benefits & Taxes

- Wizard-based definition of additional earnings, benefits, & taxes
- Allows creation per Country
- Pre-defined logic
- Assign default values

### Demographics

- Manage and Report by Demographics and trends
- Pre-defined Demographics
- Review D&I and trend mapping

### Define additional Demographics

- Analyse
- Review consolidated Headcount and Expenses
- Dashboards & visualisations
- Perform "What-If" scenario analysis to enable business continuity

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In conclusion, due to the enhanced capability of AI and machine learning, more complex Strategic Workforce Planning scenarios and analysis can be undertaken to predict various market and risk dynamics on the workforce in the medium term. What was once a complex data analysis exercise, is now becoming easier to access and interpret through platforms like Oracle's HCM Cloud. With continued innovation and integration with Finance and Marketing Cloud Analytics services; HR's capability to get the right people, with the right skills, completing the right tasks at the right cost will become simpler and more intuitive as organisations become truly agile.

To find out more about Oracle's HCM Cloud capabilities as well as other leading integrated SaaS suites like Finance and Marketing Cloud Analytics, and why Gartner named Oracle as a Leader for the fifth consecutive year, please visit our website.