

# HR Leading Education with Bots and Brains

KPMG identified six lessons for early adopters of intelligent automation.



Today's educational institutions are turning to digital innovation to drive productivity, reduce costs, and improve the student experience. For those embracing intelligent automation (IA), there will be huge repercussions on both operating models and institutions' most important asset: students.

The promise of the industrial revolution is to see machines and people working together to achieve ultimate efficiency. In education, this will mean enhanced online learning, automated and streamlined facilities management, and a reduction in required resources. HR will help oversee this change, but how can you know what to expect from such a dramatic transition?

In a recent report, KPMG identified six lessons learned by IA's early adopters.<sup>1</sup>

## 1. Redesign business processes.

IA does more than just help education institutions reduce costs. Those who take a holistic approach to transformation can completely redefine end-to-end processes and deliver better experiences for faculty, staff, and students—from streamlined enrollment to new ways of engaging.

## 2. Achieve quick wins.

In education, budgets are tight, and it's hard to get buy-in for expensive IA initiatives. Those who have been successful start with small projects—still bearing end-to-end processes in mind—and demonstrate their value to gain support for further, large-scale investments. To do this successfully, institutions must use design thinking and governance from the outset.

## 3. Connect business and IT.

Since design thinking is essential to reinventing the enterprise, early adopters bring together the right mix of administrative, academic, and IT resources—from functional and technical to strategic and creative—to successfully drive IA initiatives with sustainable outcomes.

## 4. Rethink Learning and Development.

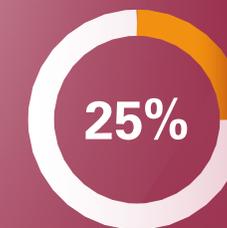
Learning and Development (L&D) are key for early adopters as they retrain and reskill their employees to work on IA programs and prepare for jobs involving more problem-solving, bot management, and design thinking. These organizations start by modernizing their learning platform to better assess needs and deliver dynamic, blended learning approaches. With this in mind, higher education institutions can leverage instructional design resources to build new curriculums.

## 5. Build in governance.

To evolve from functional experimentation with IA to a more organized approach, early adopters establish a governance model to address people and organizational implications with effective change management. Educational institutions may consider creating an IA center of excellence to further mitigate the risks surrounding technical uncertainties. It's important to communicate that IA technologies are there to augment, not replace, faculty and staff.

## 6. Evolve HR practices.

Organizations that embrace IA manage every aspect of their transformation—ensuring leaders align organizational structures and HR policies with the demands of a human and digital workforce. Done successfully, institutions will benefit from happier students, faculty, and staff. Guidance is available from associations such as the College and University Professional Association for Human Resources (CUPA-HR).



Automation will change every job category by at least 25 percent.<sup>2</sup>

## Find out More.

To learn more about how IA can help you reinvent your workforce and unleash innovation, [read the KPMG reports.](#)

To discover how Oracle Human Capital Management Cloud can empower your HR organization in the age of automation, visit [oracle.com/hcm](https://oracle.com/hcm).



<sup>1</sup> "Rise of the Humans 2: Practical Advice for Shaping a Workforce of Bots and Their Bosses," white paper, KPMG, 2018, assets.kpmg.com/content/dam/kpmg/xx/pdf/2017/10/rise-of-the-humans-2.pdf.

<sup>2</sup> "Rise of the Humans 2: Practical Advice for Shaping a Workforce of Bots and Their Bosses," white paper, KPMG, 2018, assets.kpmg.com/content/dam/kpmg/xx/pdf/2017/10/rise-of-the-humans-2.pdf, taken from a 2017 Forrester report: "The Future of Jobs, 2027: Working Side by Side with Robots," forrester.com/report/The+Future+Of+Jobs+2027+Working+Side+By+Side+With+Robots/-/E-RES119861# (subscription required).