10 Best Practices to Drive HR Transformation

In the age of the 4th Industrial revolution, HR needs to transform itself into a digital strategic partner. However, for many HR professionals, this may remain more of an aspiration than a reality.

When LACE Partners recently conducted interviews with senior HR practitioners from leading global businesses, they spoke of wanting to stop "pandering to line managers, reacting to business whims and working in silos" and start "understanding the critical people drivers".[1] All the HRDs spoke of the need for an increased focus on people data to provide greater insight into what's happening, diagnosing trends and making evidence-based decisions.
But many are either not aware of this challenge, have the criteria for success to implement, or don't yet have the right technology in place to do so. A recent CIPD survey found that just over half (54 per cent) of organisations have access to people data and analytics and only half (52 per cent) of HR practitioners stated that their organisation uses people data to tackle business problems. It comes as no surprise, then, that one Chief People Officer told LACE that HR "will become an endangered species unless we up our game fast."

HR directors and professionals are, however, perfectly positioned to help their departments, leadership teams and organizations to change and adapt to a digital world and leverage data. At Oracle, we find that the most successful and impactful HR departments are the ones that have embraced the digital revolution, using the very latest HCM technology to truly understand both their data and their people. As a consequence, these benefits are reflected in the business' bottom line.

Our customers report a productivity increase of 79 per cent with Oracle HCM Cloud. Through self-service, customers have reduced HR staff time spent on routine activities by 34 per cent (i.e. no more "pandering to line managers" or "reacting to business whims"!), and empowering the organisation to be proactive to trends and insights enabled through easy to digest analytics on mobile devices. Our customers have also been able to enhance employee engagement by 15 per cent through a more effective performance and goal management process, aligning employee goals with their organization's strategy and vision.

Find out how Oracle can help you

So, how can you achiever this too? Based on feedback from Oracle HCM customers participating in our Value Realization Program and our Account Directors, we identified 10 best practices, where we see organisations optimise the return on their HCM deployment when supporting companies drive their HR transformations:

1. **Simplify and standardise** your environment as much as possible before embarking on digital transformation. All customers interviewed eliminated customizations.

2. **Build expertise** in creating a culture of change management; including creation and distribution of "super users" to drive adoption

3. **Use innovative communication** and training methods such as collaboration platforms, e-learning systems, gamification, challenges and pop-up stands to disseminate key information and engage employees.

4. **Secure and executive mandate** is maintained for the duration of the project and not just until launch. Customers interviewed had an influential sponsor or champion, typically the line executive and/or the CEO.

5. **Create a performance-driven culture** that rewards employees for their contributions. See what employees are working on, track their performance on appropriate metrics, and tie employee compensation to contributions.

6. **Invest in reporting and analytics.** Customers interviewed stressed on the need to provide managers with a global holistic view of the workforce for improved decision making. Within policy provides clear and transparent reports which are easily accessible on multiple deceives. Managers should have the skills and be empowered with team analytics to make local decisions.

7. **Make knowledge and people accessible** with a single business-sponsored location for employee profiles and enterprise knowledge.

8. **HR needs to own the change process** and associated system deployment. It's important to link policy, process, system deployment and associated change impact against business benefit.

9. **Agile decision making.** Transformation projects move at speed and its essential that the team is empowered to make quick decisions to stay on track.

10. **Have internal resources in place** before the consultants leave. Making sure there has been investments for internal resources to continue being successful after implementation.

By following these 10 steps, HR and recruitment leaders can use data, gathered via technology such as AI and autonomous databases, to augment decision-making. From Mobile responsive pages to alert or KPI notifications or Digital assistants, these can dramatically simplify the user experience.

Our customers are consistently able to reduce cost and improve the quality of service. With the move to Oracle HCM Cloud, customers reduce customisations, save on application support, and upgrade costs, IT maintenance staff and infrastructure costs by an average of 48 per cent.

A future ready HR strategy is one that makes knowledge and people easily accessible, with a single global system of employee profiles and enterprise knowledge. With Oracle, your digital transformation awaits.

Thank you to the Oracle HCM sales team for sharing customer leading practices on change deployment:

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[1] HR on the Offensive, LACE Partners

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