Higher Ed Services Pty Ltd

Modernising HR Technology Service Delivery in the University Sector
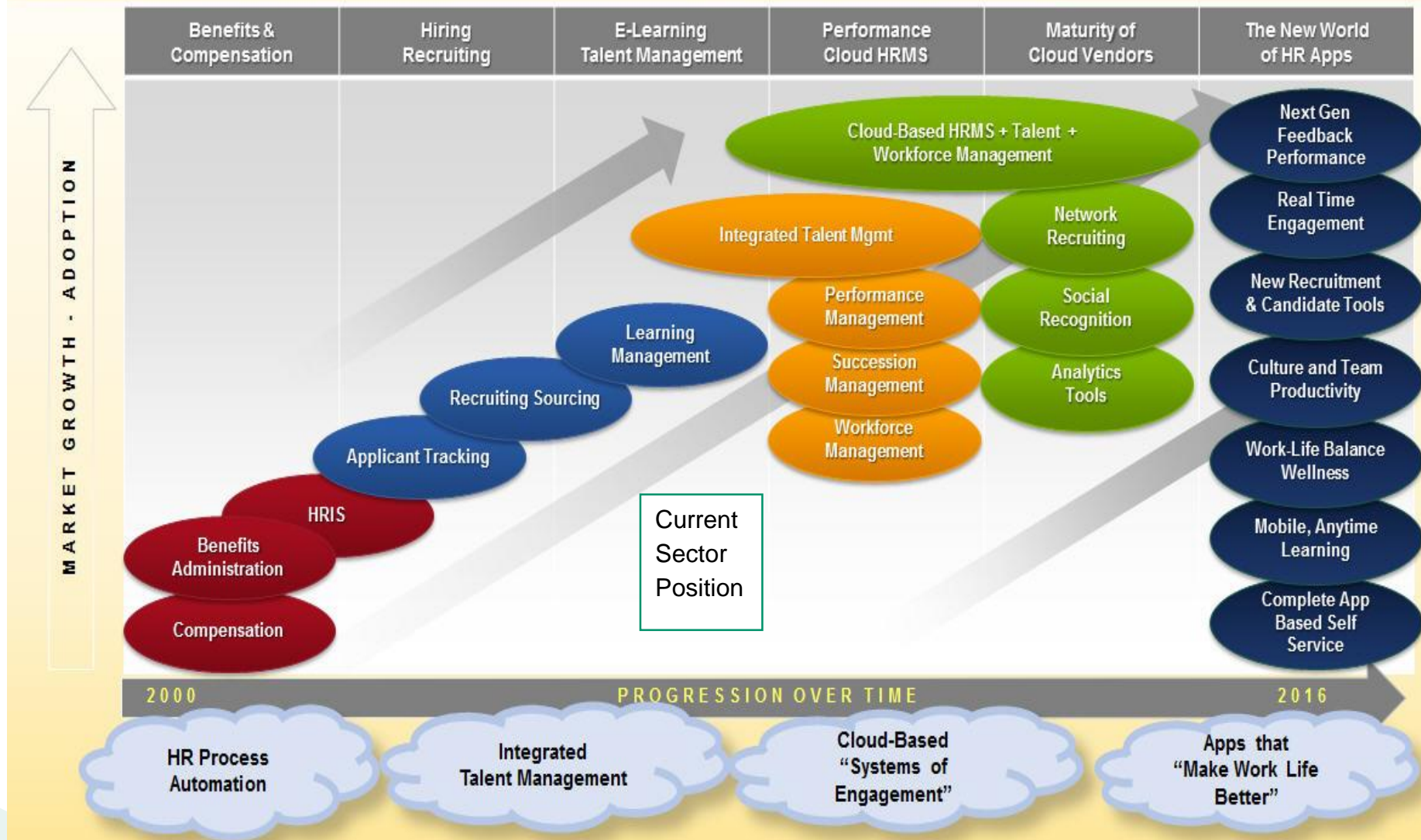
Prepared for: **Alliance Down Under 2017 – Session 5004**
Prepared by: **Stephen Callaghan**
Date Prepared: **Brisbane, November 2017**

About Higher Ed Services

Relationship with Universities Australia

20 Year Evolution of HR Systems

Benefits & Compensation	Hiring Recruiting	E-Learning Talent Management	Performance Cloud HRMS	Maturity of Cloud Vendors	The New World of HR Apps

MARKET GROWTH - ADOPTION

Cloud-Based HRMS + Talent + Workforce Management

Integrated Talent Mgmt

Network Recruiting

Learning Management

Performance Management

Social Recognition

Succession Management

Analytics Tools

Recruiting Sourcing

Workforce Management

Applicant Tracking

HRIS

Benefits Administration

Compensation

Current Sector Position

Next Gen Feedback Performance

Real Time Engagement

New Recruitment & Candidate Tools

Culture and Team Productivity

Work-Life Balance Wellness

Mobile, Anytime Learning

Complete App Based Self Service

2000 — PROGRESSION OVER TIME — 2016

HR Process Automation

Integrated Talent Management

Cloud-Based "Systems of Engagement"

Apps that "Make Work Life Better"

3

Do Australian Universities have the propensity to consider the adoption and use of HCM technologies?

Higher Ed Services Pty Ltd

Scope

- Undertake a current state assessment and a measure of the opportunity for the sector to adopt HCM solutions that lead to cost-effective adoption of these solutions

- Report to the HES Board and DVC Corporate

Objectives

- Environmental sector scan - identify key trends, strategies and opportunities for digital HR transformation.

- Understand emerging HR business imperatives and drivers, strategic initiatives and readiness for adopting cost effective employee-centric HCM services - consumed as SaaS.

Australian Universities at a Crossroads:

Insights from Their Leaders and Implications for the Future

William B. Lacy, Gwilym Croucher, André Brett and Romina Mueller, 2017

Australian Universities at a Crossroads

In response to the open-ended questions, numerous leaders raised the need to review and **restructure the sector,** to **diversify** institutional goals and functions and to seriously consider **merging and/or reducing the number of institutions**.

One senior regional university Vice-Chancellor mentioned the issue explicitly: "*Australia has too many universities for its population. It has too many campuses. It has too much duplication and too many trying to do the same thing.*"

Australian Universities at a Crossroads

…...leaders predicted several important developments over the next 25 years in these areas including:

- Greater higher education sector diversity with possibly fewer comprehensive doctoral-granting institutions, and some universities with primarily a teaching mission;
- Greater regional emphasis and leadership by Australian universities in Asia;
- Greater development and emphasis on philanthropy, development, and loans to fund universities;
- Increasing professionalisation and expansion of administration utilising a corporate model and a market structure for commercialising higher education;
- Increasing reliance on part-time, temporary and contract staff;
- Declining federal support as a proportion of total university revenue;
- Increasing privatization of higher education in Australia;
- Continuing debate regarding the roles of state and federal government;
- Increasing attention to international university rankings.

A Great Opportunity for HR

HR Efficiency + Business Effectiveness = An Experience

Transaction + Interaction = An Experience

- How much will be the transaction and how much will be the experience
- Which doesn't mean logging into a self-service function
- LinkedIn knows more about our people than we do
- What drives personalization is data
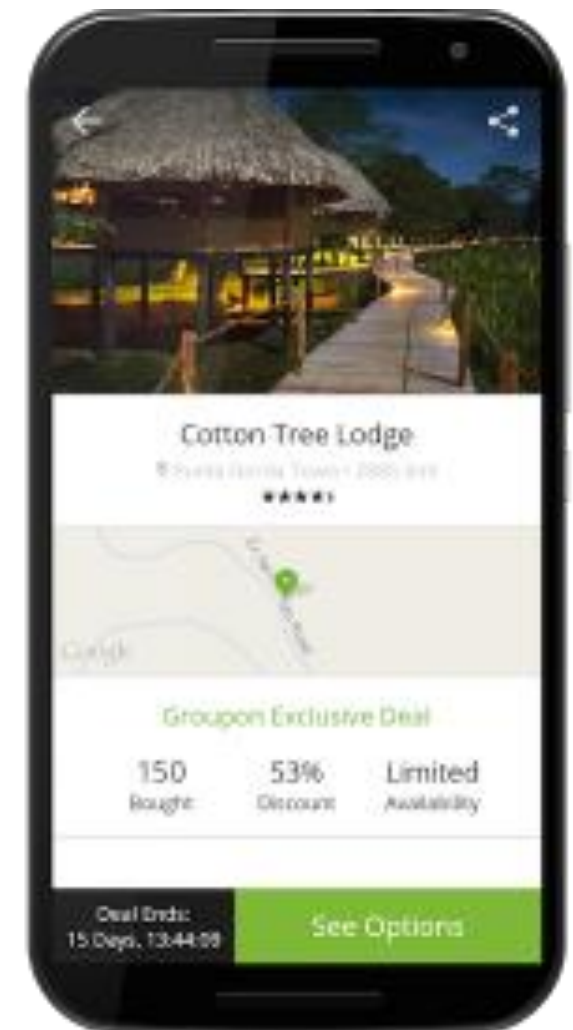
High Touch | High Tech

High Touch Tech

High Touch Human

Consumerising the Workforce

Design Thinking

Branding

Storytelling

Applying Design Thinking

Not about taking a new HR thing or technology to the workforce

Flip to personas and examine what it is like for the workforce

How people want to work NOT how we want people to work

**Design processes that are perceptibly constructed for them
Take a process and design a conversation (Bot/AI)**

Applying Branding

Not a recruitment section

Not an OD section

Not a processing section

Not multiple portals

AND a good chance of abandonment

BUT everything on the one page – what people expect

Help us build
Earth's most
customer-centric
company

amazon
we pioneer

Applying Storytelling

Here is what we are doing

What does the data tell us?

Installing payroll to not do HR

System of record vs system of intelligence

Data and analytics plays a major part in a digital HR Strategy

Once upon a time...

Just little bit about processes….

Timeless Processes

Agile processes

Anti-fragile

Do Australian Universities have the propensity to consider the adoption and use of HCM technologies?

……there is considerable momentum and motivation within the sector to adopt technologies that support improvements with **HR transactions** whilst also being mindful that the **employee experience** needs also to improve.

Three Frames of Reference

Higher Ed Services Pty Ltd

HR Strategic View

Employee Experience (EX) View

Technology View

HR Strategic View

Observation	Comment
Business process and transactional improvements	Opinion was divided in this regard with some institutions considering these as concurrent activities whilst others considered them consecutive and relied upon the future selection of HCM technology to drive business process improvement.
Analytics, data definitions and big data	Strategic HR can be better informed through the use of predictive analytics to reveal patterns, trends, and associations, especially relating to human behaviour and interactions. It can also provide insights into retention, talent acquisition, employee satisfaction, and underlies decisions on workforce planning and succession management.
The future of payroll processing	Many institutions are considering the up-lift of their hardware and infrastructure to an external service provider, but are opting to keep the payroll function in-house.
The emerging HR Service Delivery model – Partnering	There is an expectation that the implementation of HCM technology will enhance the partner service whilst at the same time provide central HR with a greater level of strategic and value-added services to senior management of the university.
Internal Technology Governance and Strategy	Matters such as the integration between existing core systems and HCM products – which are more than likely offered only via the Internet (Cloud service), present challenges with complexity, technical understanding and project timeframes and require a depth of understanding.

Employee Experience (EX) View

Higher Ed
Services Pty Ltd

Observation	Comment
Defining the EX	Not a race to complexity, but a race to simplicity. Using **service design** principles, the definition of the desired experience (**which includes the transaction** being executed) and undertaking this by interacting with the technology will result in a personalised experience that is perceptibly constructed just for them.
Characteristics of the future of work	Elements of what we might have thought as workforce of the future is here now. Within three years the US estimate that 40% of the total workforce will be independent contractors on fixed-term assignments. These contingent workers will be sitting alongside the existing permanent workforce and will have view that is less about work life balance, and more about work life integration where remuneration and recognition are equally important as well as a corporate and civic/caring responsibility.
Impacts of technology and Artificial Intelligence (AI) on the EX	The emerging capability we expect to become commonplace is the use of AI and Bots to deal with common requests for HR services and for the technology to intelligently route queries and transactions around the place based on previously learned sequences .

Technology View

Observation	Comment
The system of record vs the system of intelligence	The opportunities presented by HCM technologies has the effect of potentially changing this data-centric view to more of one where the HR/Payroll system contributes to a system of intelligence where it moved from being at the center of trusted staff data to a component shared equally with a HCM solution.
Integration Challenges	Most vendors we spoke to describe a scenario of trouble-free integration and interoperability between systems. Experience tells a different story and therefore integration challenges will remain, but will be manageable.
Cloud and Software as a Service (SaaS) adoption	Cloud First
Authentication integration (single sign-on)	Most all universities consume at least one Cloud-based application or service. It is therefore assumed that seamless login to the Cloud offering from a person's university login credentials already takes place, or is well understood as a pre-requisite to a relatively uniform transition to the Cloud application.

Maximum Validated Product (MVP)

- **Corporate View**

- Extensive consultation process
- Substantial business application configuration
- May or may not have been centered around the user experience, but moreso around the set of business processes
- Lengthy testing and validation
- 100% OK? then go live...
- Risk of user disappointment

Minimum Viable Product (MVP)

- **Service Design View**

- Stand up a minimal viable product and iterate
- Centered around the user experience whilst still achieving the outcome of the business transaction
- Immediate and progressive user feedback
- Incremental improvements based on a backlog of planned releases
- Go-live should be Go-begin

Three Horizons for
HCM Recommendations Implementation

Higher Ed
Services

HES' Value to the Sector in HCM Expertise

Rec 5

Rec 7

Rec 2

Rec 3

Horizon 3
12 mths & beyond

Rec 6

Rec 1   Rec 4

Horizon 2
6 - 12 mths

Horizon 1
0 – 6 mths

Time

Focus

Establish collaborative project, governance and professional services

Employee-centric use cases and vendor capability assessments

Extend HES HCM and professional service offerings to the sector

Outputs

Project Plan & ToR Monthly project status reports

High value vendor contracts and services

Scalable, efficient, measurable value for money services to the sector