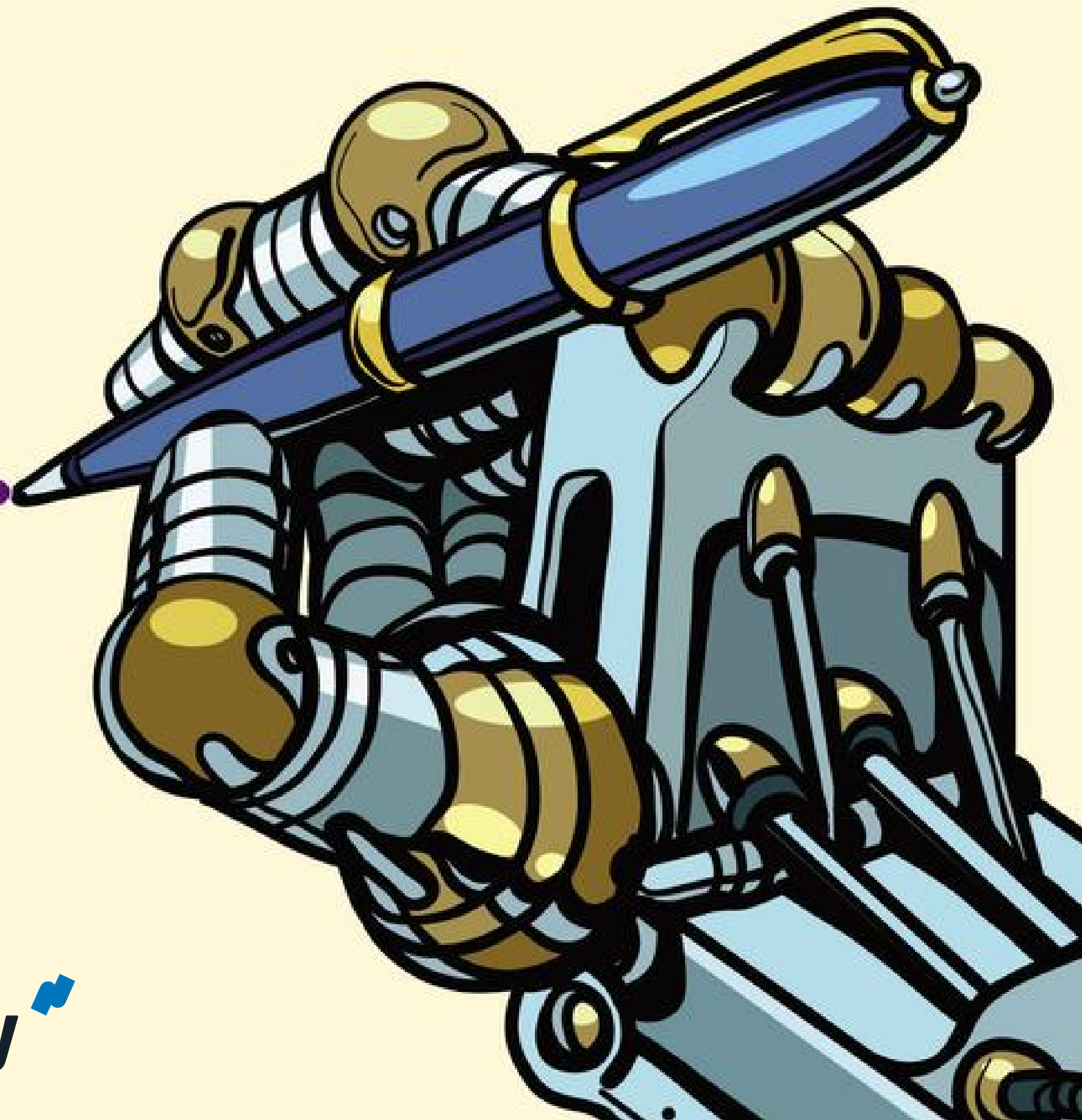


AI in HR

A Look at Opportunities Created by Modern HR Technology



Summary

George LaRocque, Principal Analyst and Founder of HRWINS, has more than 25 years in the HCM industry. A former practitioner in talent acquisition, talent management, and HR, he turned technology vendor executive for some of the market's largest HR technology brands. Now an HCM market analyst and advisor focused on users and developers of HR technology, he is the publisher of HRWins research and reports on workforce trends and related innovation in tech.



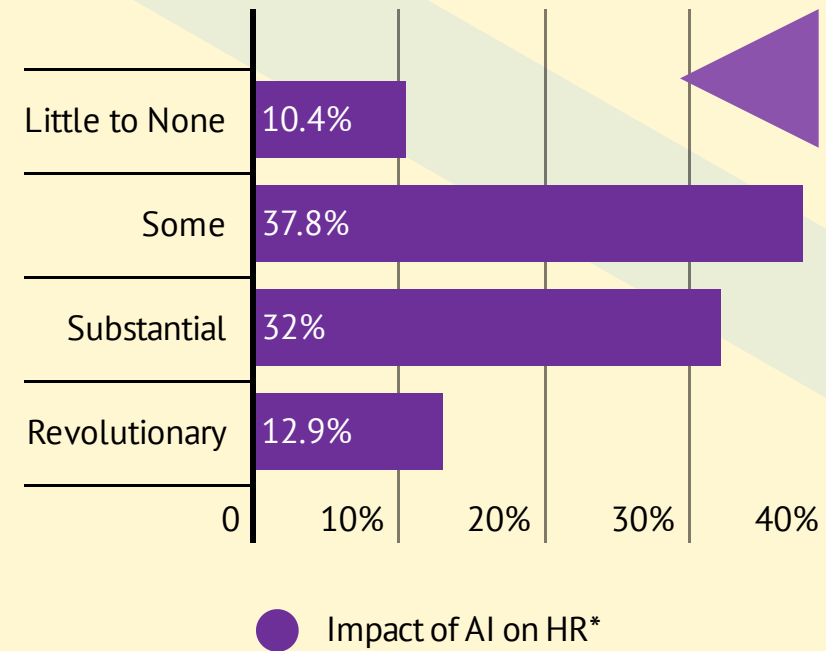
Artificial intelligence (AI) has rapidly found its way into our HR lexicon. It's found in the hype about tech like AI, machine learning, and workflow automation coming for our jobs. However, it's also heard in strategic conversations about how to harness technology to provide a better employee experience and make HR more effective.

HR is an area ripe for automation. As we've surveyed leaders in companies big and small, it's clear that these technologies will have an amazing impact on the work of the future. Progressive leaders see this as more of a time of opportunity than a time to be fearful of our future "computer overlords."

Automation in HR isn't new. What's different now is the pace that new people-focused solutions are leveraging these technologies in ways meaningful to both the employer's and employee's experiences.

HRWins is taking a look at the key points of automation available today, creating opportunities for HR to have an immediate impact.

Impact



Global Perception of AI in HR

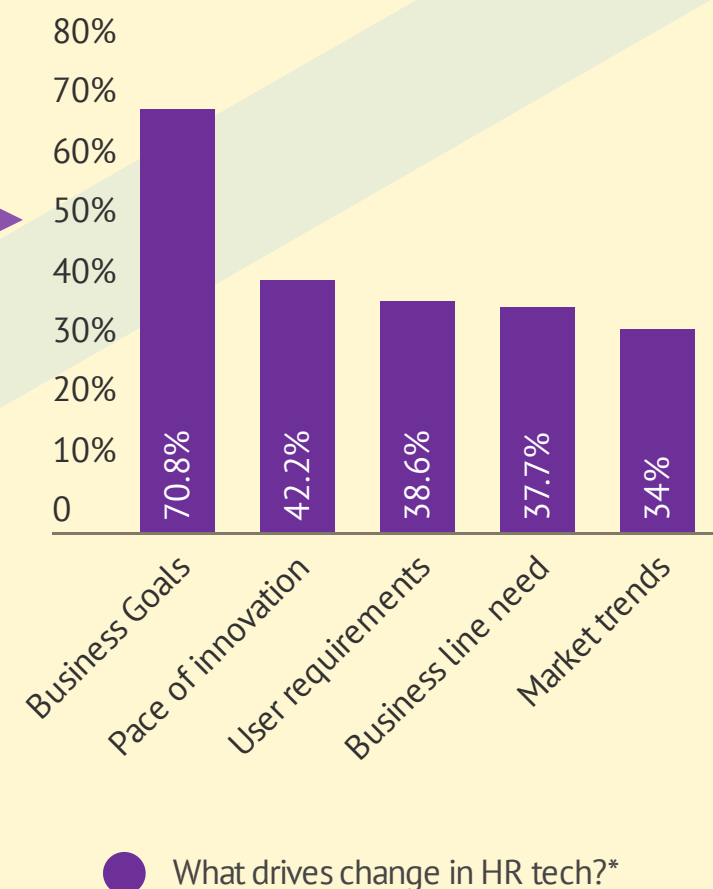
More than 83% of the global leaders we surveyed felt that AI will have an impact on HR.

Nearly 13% felt the impact would be revolutionary.

Why Change?

Over 70% of the global leaders we surveyed felt that business goals drove changes in HR technology.

Is HR more closely tied to business results than in previous waves of innovation? It seems that modern, smarter, technology is helping HR become the "business of getting work done."



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Revolutions happen in evolutionary ways.

Steve Case

With 83% of HR leaders anticipating a substantial impact from AI and automation in HR, it's important to step back and ask why we need the change. It certainly isn't just for change's sake, or to have the shiniest new technology.

HR leaders have long struggled to tie the function's programs to business outcomes. Yet when we asked them what is driving change in HR technology today, an overwhelming majority identify business goals as the primary driver.

The promise of AI and automation to lift HR from the administrative tasks and transactions keeping us away from supporting our leaders and staff reflects an incredible opportunity for HR pros to become trusted internal advisers on all matters related to people or talent.

This means that where you decide to implement these technologies could be one of the most strategic decisions you'll make for the HR function in your firm.

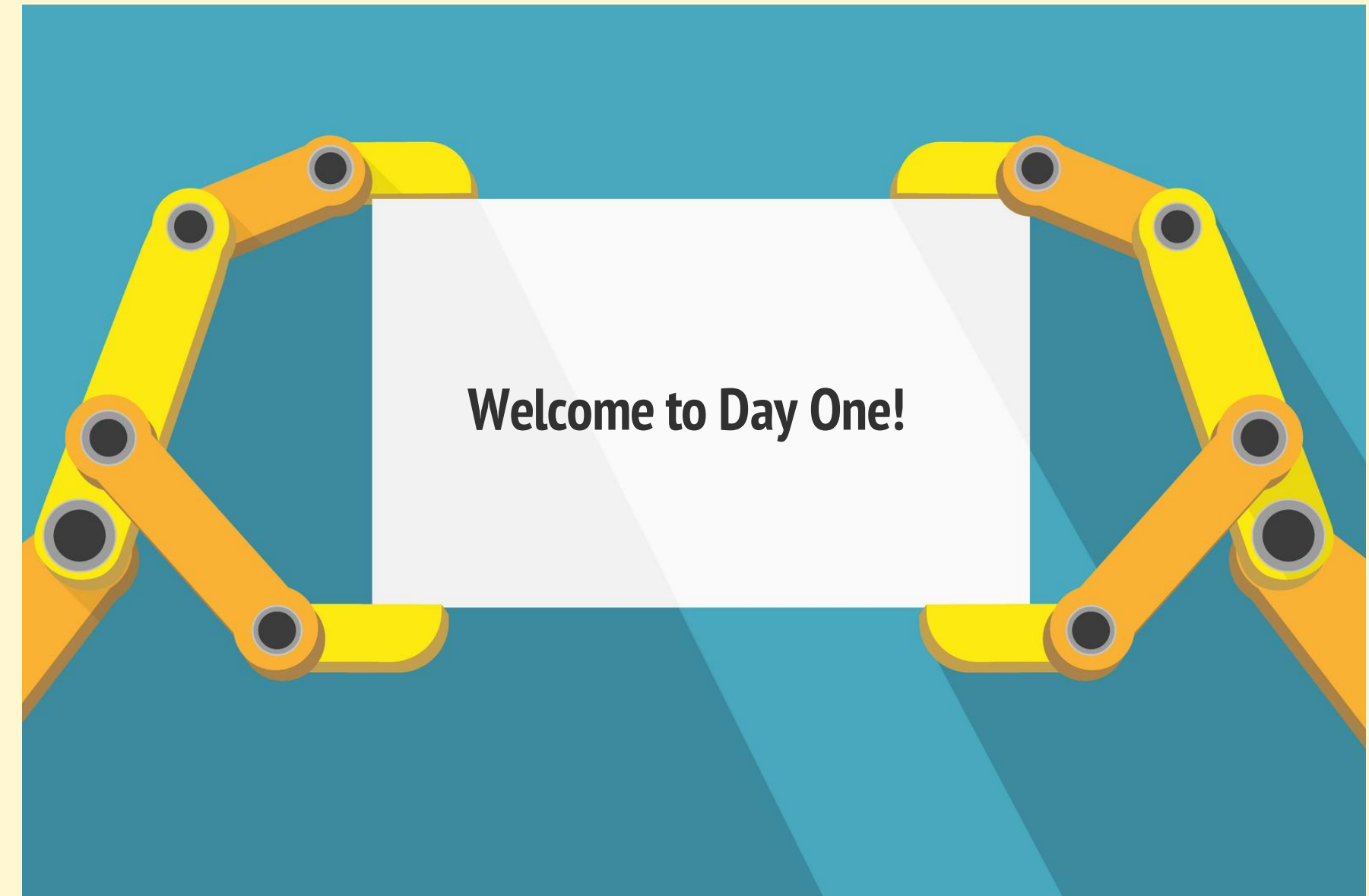
Join us as we look at just a few of the emerging opportunities for HR to leverage emerging technologies like AI.

Opportunity: Onboarding

When it comes to employee retention, onboarding is one experience employers need to take very seriously. Smart companies are starting to look at the onboarding phase starting well before day 1, and extending through the first year of employment.

Onboarding directly impacts time-to-productivity, a metric that clearly ties to business results. And then there's the impact on retention: 1/3 of employees know whether they are going stay with an employer long-term after their first week.* And the cost of losing an employee is estimated at 3X salary.**

Most organizations are sitting on a wealth of information that could make their onboarding experience a better one. New hire data captured pre-hire can help personalize the experience. This, combined with the opportunity to connect new employees to their teams in advance of the start date, makes a new hire feel good about their decision on the way in the door. Automating the setup of new systems, the capture of new employee data for payroll, benefits, and compliance reduces errors for employees, and takes HR out of the administration business. With the right tech in place you can even kick-off the training and orientation processes sooner, and more.

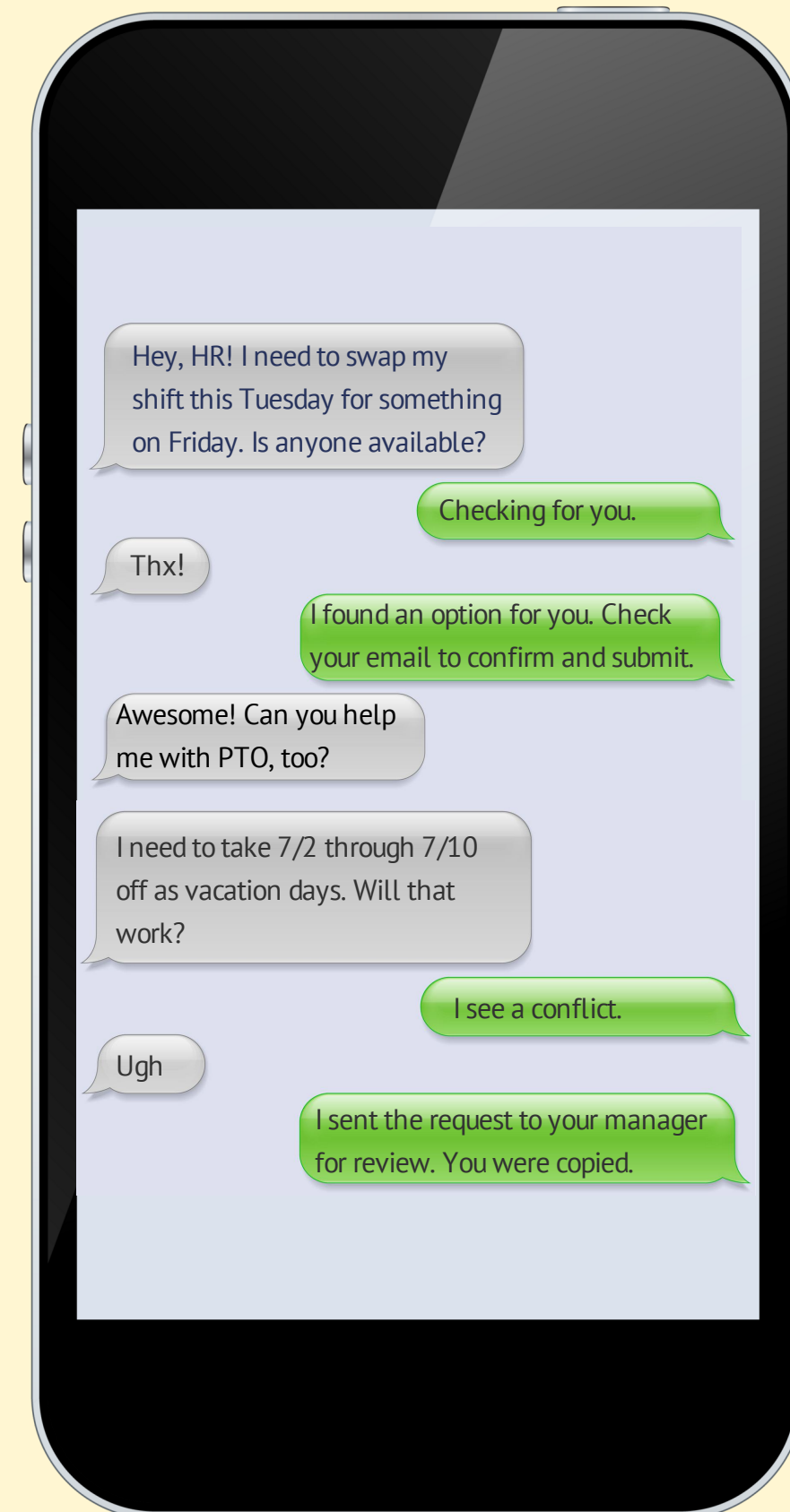


Opportunity: Core HR

The opportunities to free HR from the burden of administration while simultaneously providing employees with a better experience are seemingly endless.

Workforce management, scheduling, PTO request management, time and attendance, general employee relations, and more all stand to benefit from intelligent automation. Employees can gain immediate access to the information they need, with no distractions to HR staff. Issues that need escalation can get the attention they deserve, while HR spends time being more consultative to leaders and managers in the organization.

The data required for these transactions is already found in most HR systems. These capabilities are making their way quickly to messaging interfaces that meet employees where they are: mobile, messaging, and even voice assistants.



Opportunity: Benefits

Making decisions about benefits can be a stressful and confusing decision for many employees, especially if the decision is based on a pending, or recent, life event. Planning for and mitigating risks, and managing the costs associated with medical, life, disability, and retirement can sometimes present myriad of options that are articulated in, what feels like, a foreign language for employees that don't have a background in Human Resources. Introduce elective benefits like flexible spending accounts, employee assistance, or health and financial wellness programs provides more choice for employees, but can also increase confusion. There are great opportunities for employers to leverage core HR data, employee data input, machine learning, and automation to help employees navigate the experience with greater ease and a feeling of control.

For HR, benefits represent not just a significant opportunity to impact compensation, but an opportunity to impact retention and engagement. In our HRWins research on company culture and engagement* 57% of the employees surveyed stated that core benefits contributed most to their feeling of engagement. As the large millennial generation continues to age in the workforce we expect this sentiment to increase.

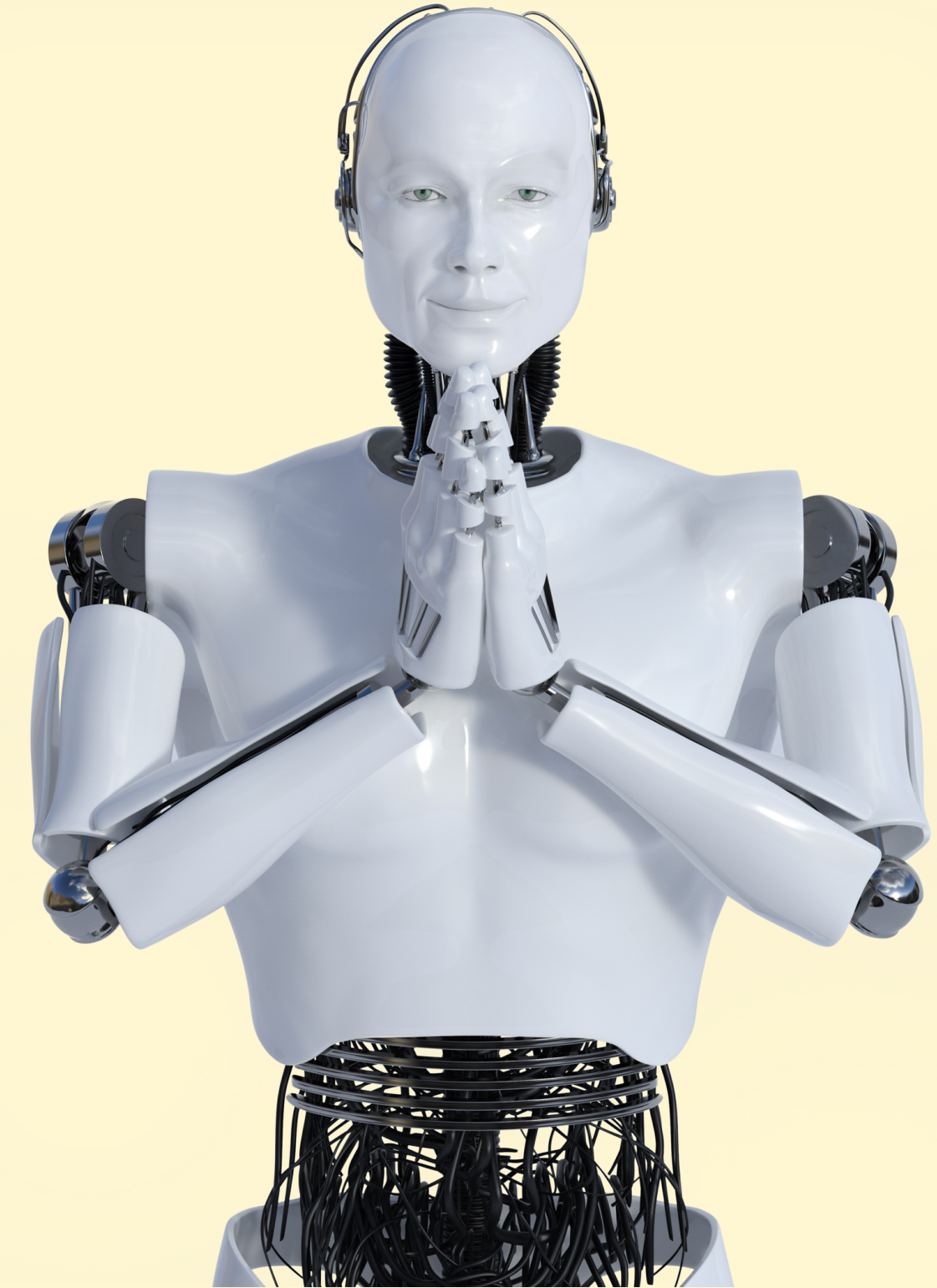


Opportunity: Wellness

Wellness programs have long been justified by their potential to lower healthcare costs, increase productivity, decrease absenteeism, and boost employee engagement and morale. Today, these programs go beyond just physical well-being, covering financial wellness, mindfulness, employee assistance, stress reduction, and more.

These solutions were initially offered as counseling or training programs, enabled by technology. Now, most are offered as an "app," carried by the employee in and out of their place of work via their smartphone. These apps offer an opportunity to tailor the wellness experience for the employee while capturing data on utilization and insights into the impact on business results, workforce culture, sentiment, engagement, and of course, wellness.

In order to better serve employers, platforms are beginning emerge, addressing most, or all, of the areas in wellness. This is creating an increasing opportunity to leverage advanced technologies like machine learning and AI to anticipate employee needs, and correlate wellness offerings more directly to aspects of talent management and business performance.



Conclusion

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First mover advantage doesn't go to the company that starts up, it goes to the company that scales up.

Reid Hoffman

There is no better time for HR to leverage emerging technologies like AI, machine learning, and workflow automation to deliver impact on business results and employee experience. New technologies are entering the market at an amazing pace. Opportunity abounds.

However, the question for HR to ask isn't "Where can we use AI or machine learning?" Rather, "Where can we impact our leaders' and employees' experiences at work, while freeing HR up to support them in more meaningful ways?" This allows HR to help the business scale to new heights. I wouldn't implement new HR technology, or new workflows in an existing HR technology, if it didn't answer that question.

Start by asking this question of your HR team and of the employees you support to find the bigger impact opportunities. Then look to existing HR technology partners to help answer this question with more than just the buzzwords, but with a spirit of partnership and insights gained from their experience in the market.

Starting now with one area, or with one specific use-case, in partnership with your leadership team will help lay the ground work for future success.

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