



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Resourcing and Talent Management

Technology

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Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives



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Objectives

- Define digital strategy and the impact on business
- Review various technological advances used in HR
- Discuss potential implications for organisations

DIGITAL STRATEGY

Digital strategy (sometimes called e-HRM strategy) is concerned with developing the use of digital technologies in the form of computer hardware and software and such web-based applications as cloud technologies, social media, chatbots, and smart phones to help deliver people management services for management and employees.

It also involves strategies for the use of artificial intelligence (AI).

PURPOSE OF DIGITAL STRATEGY

The five goals are:

1. Efficiency
2. Service delivery
3. Strategic orientation
4. Manager empowerment
5. Standardisation

(Parry and Tyson, 2011)

DIGITAL TECHNOLOGIES OR SYSTEMS

- Human resource information system (HRIS)
- Cloud computing
- HR Analytics
- Social media
- Smartphones
- Artificial intelligence

CIPD research (Mohdzaini, 2023)

Perspectives on what activities fall within HR and how technology and data are used in them (or not)

- What was the top use of technology?
- second?
- Third?

What do you think could have been a concern in the responses from HR bosses?

What workforce metrics are reported to management?

- Employee headcount change (net 75.1%), employee turnover or retention (net 74.4%), and absenteeism rates (net 73.3%) were the three metrics that most HR bosses said were reported to management, at least monthly or annually.
- In contrast, relatively few said quality or cost of hire, employee commitment, and career path ratio were reported to management

Why do you think this is the case? Is it a lack of knowledge? Can we capture that data?

APPLICATIONS OF DIGITAL TECHNOLOGIES

The basic application is a human resource information system (HRIS). Digital applications can also operate in almost every other aspect of people management but the major areas are recruitment, and learning and development.

Armstrong (2020)

HR Tech

- HR Tech makes a global workforce a reality – how does this assist organisations?
- Employee recognition
- In your organisation as an employee do you know what data is collected and the purpose?

Impact of AI on employees

- Metavers – what is it?
- What are the legal issues HR need to think about?

Lau (2022)

The impact of AI on Customer Experience

- Use of AI for customer personalisation
- Use of AI for chatbots, customer service
- Drawbacks of using AI in relation to the customer experience

Hague and Hague (2023)

The Technological Context

There are five major ways in which these developments are having an impact on the worlds of work and employment:

- New technologies can make workers and workplaces more productive and efficient
- New technologies can improve the quality, safety and reliability of established work processes
- New technologies can provide significant business opportunities, creating jobs that did not exist before
- New technologies can damage or destroy established business processes, causing the loss of jobs and work opportunities
- New technology can change the locations at which work is performed

The Technological Context

- use of data analytics in human resource planning
- social media in recruitment
- online and automated tools in employee selection
- surveillance in performance management
- predictive software in the management of staff turnover
- E-learning gamification capabilities

Computer applications

The use of IT in human resource planning falls into three broad categories.

- Information provision: computerised personnel information systems (CPIS) allow more data to be stored, and permit the swift generation of reports.
- Modelling: highly complex formulae concerning numerous variables can be built up, and results calculated in seconds.
- Presentation: user-friendly reports, where data is easy to interpret, can help significantly with HR efficiency and credibility.

Technology and L&D

- Why AI in learning?
- How does AI support mentors/coaches?
- AI supporting different learning journeys – similar to a sat nav it can detect when learning is off track and guide learners to stay on the course.
- Maximising data within your business with the correct use of AI: <https://youtu.be/xAlvl8y1prs?si=Y6yKKWuvcVH7-YAH>

How do we apply technology in a safe and effective way?

Watch this short video,

<https://youtu.be/6PK9aExpw78?si=F2R44F408K7flAs->

What are the potential issues of using technology within our roles in the people profession?

How do we know our employees are using the technology in the same way?

Facebook introduces metaverse – implications for HR

- Facebook introduces metaverse along with other organisations.
- Read the article below:
- [Meta – employee behaviour](#)
- From the article do you think it will be something that organisations begin to introduce or are we a long way off?
- Does the behaviour of the employees provide us with an insight into the actual culture of the organisation or is it that people are acting differently due to a perception of 'no rules'?

Use of HR planning in practice

Few employers actually give the function a high profile. There are a variety of reasons:

- hostility to the use of statistical techniques in place of managerial judgement
- seen as not essential to organisational effectiveness
- prevalence of a short-termist outlook in UK industry
- practical problems associated with inadequate historical data on which to base forecasts
- ignorance of techniques and mathematical methods.

The case against HR planning

- The main problem with forecasting is its reliance on past experience to predict future developments. This means that one-off events that fundamentally alter the environment cannot be included in the forecasts.
- While it was relevant in the 1960s and 70s in the context of a relatively stable business environment, it is no longer applicable in the increasingly unpredictable world of the 21st century.

The case against HR planning

- Competitive advantage today, according to HR planning critics, comes from generating responses to fast-changing circumstances that are swifter, more creative and more flexible than those of competitors – qualities that are stifled by the characteristics of the planning process.

The case for HR planning

- There is a need to view plans as adaptable.
- More attention to planning is required in turbulent times. It is both possible and desirable to plan for uncertainty. The emphasis in HR planning will be on maximum future flexibility.

The case for HR planning

The objectives of HR planning all play a useful role in the management of organisations:

- recruitment
- training and development
- staff costing
- redundancy (allowing remedial action and mitigating the extent)
- collective bargaining
- accommodation (office space, car parking, etc.).

Adapting traditional HR planning

- micro-planning: concentrating on defined staff groups
- contingency planning: preparing possible responses to a variety of potential environmental developments
- succession planning: focus on the recruitment and development of individuals to fill the top few posts in an organisation as they become vacant.

Adapting traditional HR planning

- skills planning: predicting what competencies will be needed one to five years hence, leaving open the question of the form in which these will be obtained (which will often include temporary staff, contractors and consultants)
- soft human resource planning: forecasting the likely supply of and demand for particular attitudes and behaviours rather than people and skills.

HR planning in an international context

The globalisation of organisations has a number of direct implications for the HR planning function:

- requirement for language skills
- need to move skilled employees and managers from country to country
- inherent instability associated with international business activity
- varying labour market conditions and cultural norms.

HR planning in an international context

To be effective in an international company, there should be an HR planning function in each region/country, each focusing on developments in its own labour market and reporting to a central coordinating department.

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