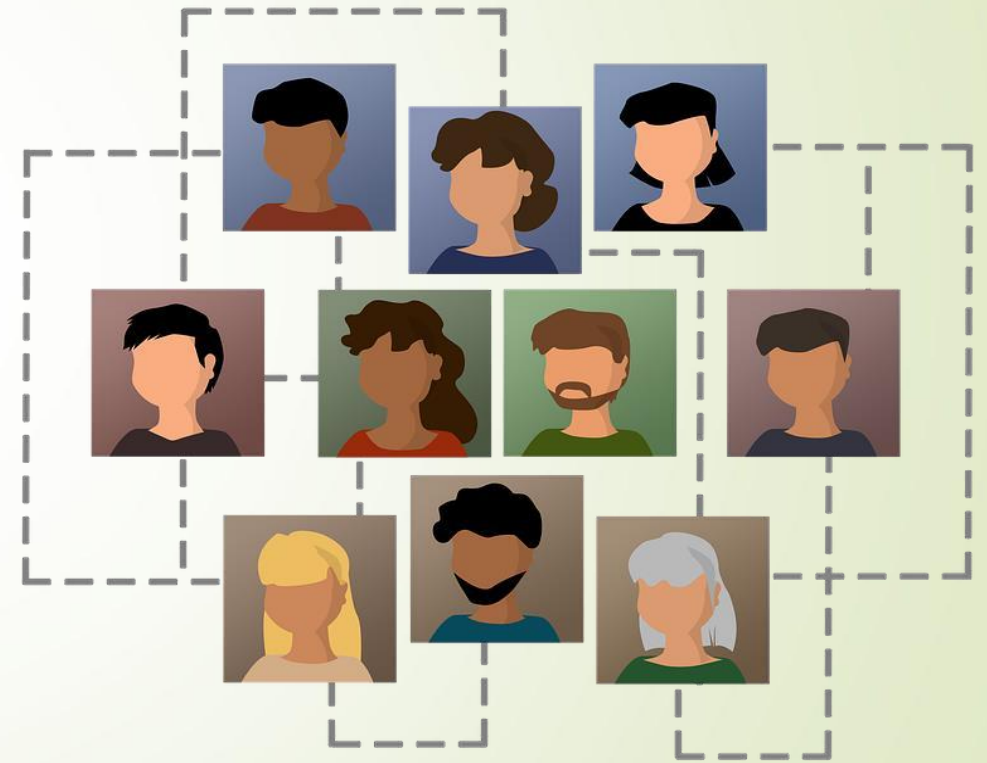# Digitalisation in Human Resource Management

Lecture aims to:

- Present what digitalisation is from the perspective of human resource management.

- Explain what current digital trends affect the management of human resources within enterprises.

- Introduce practical examples of the use of digital technologies during the employee lifecycle.

- Find out what are the challenges and risks of digitalizing human resource management.

Introduction – Starting with a citation

„*There are several shifts to happen in the world of human resources and talent management. The main ones are driven by social and demographic changes. The first is digitalisation which accelerates the peace of change in the world in creating a real demand for skilled talent. At the same time, people are having fewer children and we are having at the first in history more people are leaving a labour market than entering it in a lot of countries including the Czech Republic. And this is creating a really massive skills shortage*“.

Dr Steven Hunt, recognised leader in human capital management research

„Future of Work 2019“ conference in Prague

Question 1

What do you imagine under the term digitalisation?

Describe in one or two words.

Definition of key terms

- *Digitalisation* is based on the adoption or increase in the use of digital or computer technology by an organisation, industry, country, etc. (Brennen & Kreiss, 2016).

- *Digital transformation* is far from just providing employees with the latest devices and technologies to work faster. It is about connecting and replacing time-consuming manual or administrative tasks with efficient, automated processes that allow employees to focus on key activities.

- *Digital HR* can be understood as integrating social, mobile, analytics, cloud and information (SMACIT) technologies aimed at automating different areas of HR for better productivity, redefining how HR processes are delivered, and improving work-life balance focusing on real-time access, decision-making and results (Stephan et al., 2016).

- ***The advantage of digital HR from the viewpoint of HR professionals is that they can quickly find and employ quality job candidates with its help.***

How do you think traditional HR management differs from digital HR?

Transition from traditional to digital HR. What happens?

Traditional HR	Digital HR
Plenty of paper work	Reduced paper work
Only administrative functions	Strategic function
More man power	Less man power
Costly	Cost effective
Time consuming	Time efficient
Slow process	Quick process
Human error	Transparency

Source: https://harver.com/blog/digital-hr-transformation/

Question 2

Do you know any recent trends in the area of digitalisation in human resources?
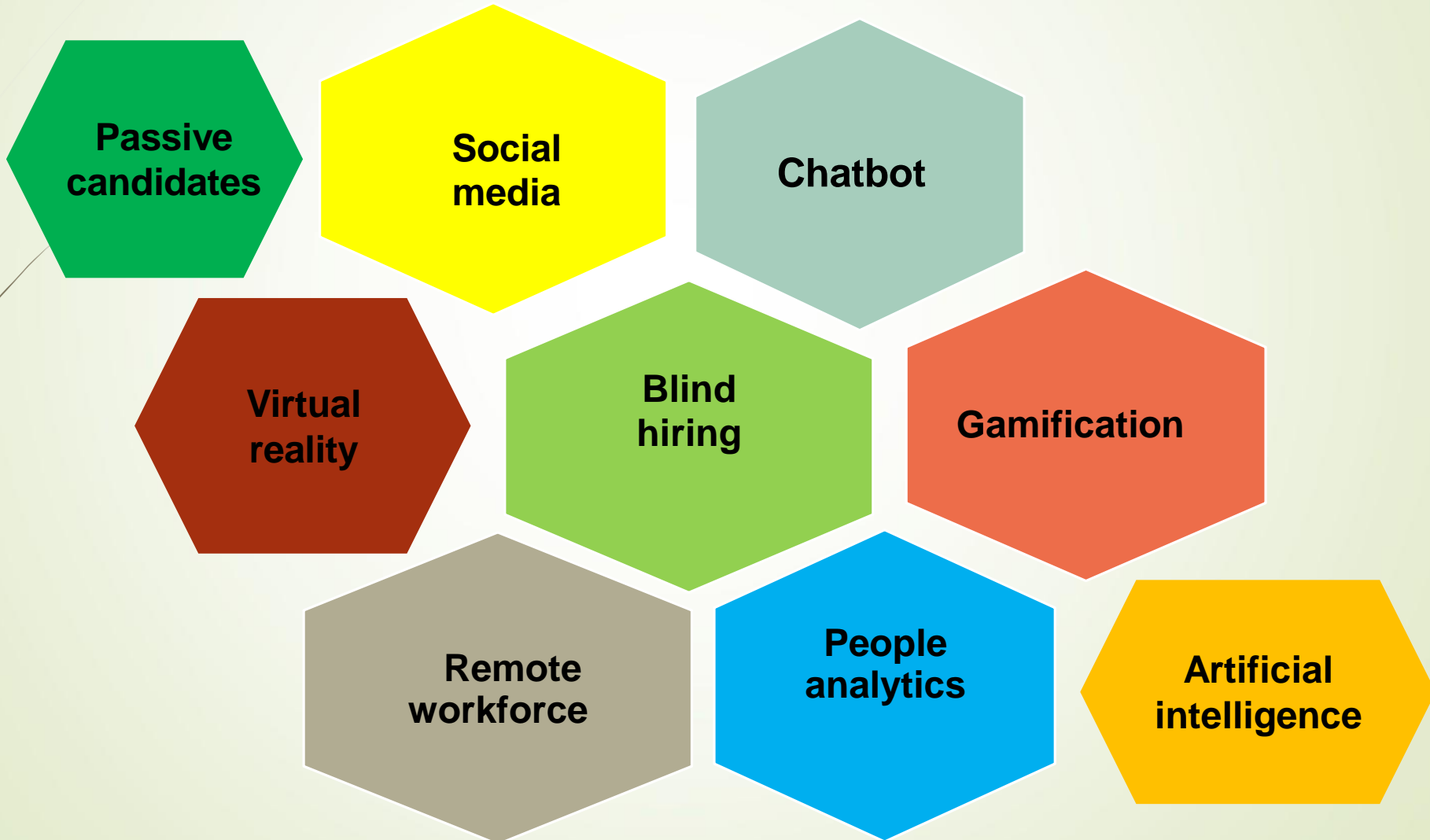
Give examples.

Selected digital trends in HR 2024

Do you know what a chatbot is?

Have you ever met a chatbot to solve HR issues?

Give an example.

How to involve digital technologies in employee care?

- Some companies are now fully aware that the most valuable thing they have is their employees.

- As a result of the ongoing digital transformation, the importance of the HR department and care for existing human potential is increasing.

- HR needs innovation to sustain and generate business growth, to attract talent, to develop it, to engage it and to minimise its outflow.

- The involvement of digital technologies, which penetrate the entire life cycle of employees in the company, can significantly help in this.

Do you know what stages make up an employee's life cycle?

Employee lifecycle

□ HR model that identifies the different stages an employee advances through in an organisation and the role HR managers plays in optimising that progress.

□ There are 6 phases of an employee lifecycle that can be represented as a permanent, continuous process:

1. *Attraction* of potential candidates.

2. *Recruitment* of new employees.

3. *Onboarding* (adaptation process after starting work).

4. Employee *learning and* professional *development*.

5. *Retention* of current employees.

6. *Separation* (retirement, retraining or termination of employment).

Example: Attraction of potential candidates

❑ Australian digital marketing agency Bam Creative uses **_the company's social media accounts_** to promote its existing employees and corporate culture:

➢ The company found that many potential candidates tracked their Instagram account, and began publishing pictures and comments about what it was like to be part of their team.

➢ At the same time, the company's account on the social network has also raised the interest of **_passive candidates_** and provided the potential to communicate with them.

Benefits of digitalisation for attracting new applicants:

Raising brand awareness through advertising and building a successful employer branding.

Source: https://inside.6q.io/six-stages-to-success-with-the-employee-lifecycle/

Question 3

What social media is suitable to support the recruitment of new employees?

Give examples.

Example: Recruitment

☐ Deutsche Telekom AG, together with Job Pal, have created a ***chatbot*** that answers questions from potential candidates regarding published job offers.

☐ The chatbot can have a conversation that allows two things:

➢ filtering candidates who are not relevant (based on selected criteria),

➢ warn unsatisfactory job candidates that their chances of being hired are low.

Benefits of digitalisation to the recruitment process:

The use of chatbots contributes to the higher efficiency of human resources. Applicants also have better experience with the recruitment process when using chatbots.

Example: Recruitment

British Vodafone takes recruitment to the next level by using *__artificial intelligence__* to evaluate video interviews:

➢ job candidates record answers to standardised questions,

➢ robots (computers programmed with advanced algorithms) analyse recorded interviews and assess the suitability of candidates in *__more than 15,000 different dimensions__*, from body language and facial expressions to voice intonation,

➢ if candidates successfully navigate the video interview, they are invited for personal interviews.

__Benefits of digitalisation to the recruitment process:__

Vodafone reduced the hiring time by half thanks to the fact that robots provided pre-selection of candidates on the basis of video interviews.

Video related to the topic

☐ **Unbiased recruiter robot**

- Two Swedish companies, [Furhat robotics](#) and [TNG](#), have created and developed the world's most advanced social robotics platform, with the vision of making technology more human.

https://www.dailymail.co.uk/video/sciencetech/video-1881864/Imagine-world-unbiased-robots-conduct-job-interviews.html

Example: Onboarding

❑ In 2017 the Siemens company began using a **_virtual reality_** training programme to prepare future employees for high-risk work environments such as oil and gas rigs.

❑ The training simulates emergencies and error handling, but also covers the very concrete "daily business" on a platform.

Benefits of digitalisation for the adaptation process:

When the outcomes of decisions can be simulated in virtual reality, mistakes don't lead to damage and casualties, greatly increasing the efficiency of the training.

Source: https://venturi-group.com/virtual-reality-training/

Videos related to the topic

□ **Virtual Reality training with Siemens.**

▪ Digitalisation is not a future, it is a present.

https://youtu.be/9aPo6-imjTs

□ **The difference between gamification and game-based learning.**

https://youtu.be/kHn0Maj8ygs

□ **Companies have low HR teams analytical skills.**

▪ Just 8% felt that the current state of their HR analytics was strong.

https://youtu.be/gdqQfTQOLaE

Example: Employee retention

The Microsoft Dynamics 365 ***Gamification*** application allows you to compete between employees, leading to increased productivity and improved work results:

- employees become players, earn points and monitor their individual progress,
- each participant chooses other colleagues to build their team and then competes against other teams,
- both individuals and teams compete and regularly see their results and the results of others.

Benefits of digitalisation to employee retention:

Employees motivate each other to work efficiently and achieve goals. Rewards for success (including non-financial success such as recognition or praise) help build loyalty to the employer and the desire to continue working in the company.

**Give examples of how digital technology can support the departure of employees.**

Example: Moving to another job position

☐ **IBM**, **Shell**, and **Axa** use ***KnackApp*** to assess the performance and potential of individuals in various job roles in the future:

▪ it is a digital evaluation tool that can measure the strengths of employees and predict their success in various job positions in the future,

▪ uses gamification and statistical models, creates a prediction in 30 minutes,

▪ the algorithms process the micro-behavioural data stream, measure about 2,500 micro-behaviors and identify the strengths of the candidates.

Benefits of digitalisation to career advancement support:

Reliability is higher than with a personal interview (validated against the populations in Europe, the US and Asia) because the employer can map out its model of competencies and skills necessary for the job position.

Source: https://www.linkedin.com/smart-links/AQH_cN9NwipJ5A/3fb75cbf-a930-48ce-9d0e-a3fe5a099aad
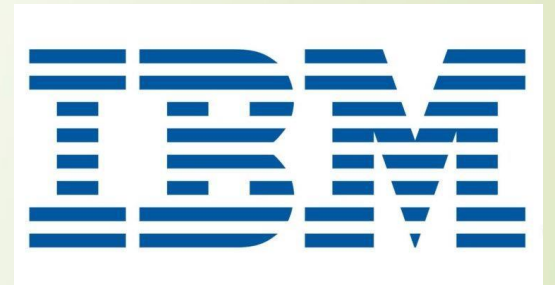
Group activity (10 minutes) + discussion

What are the challenges and risks of digitalisation in human resource management?

- Give 5 examples.
- Each team presents the results to all other teams + discussion.

QUIZ in Google Forms

Test your knowledge with a fun quiz:

https://docs.google.com/forms/d/e/1FAIpQLSeDW4ktIcQURfu9wnAKjwGyDGiB3

9p5tBbuS3UndSb85_nZVw/viewform?usp=sf_link

THANK YOU FOR YOUR ATTENTION