

FUTURE OF HR

03 HR IS SHAPING CORPORATE PURPOSE

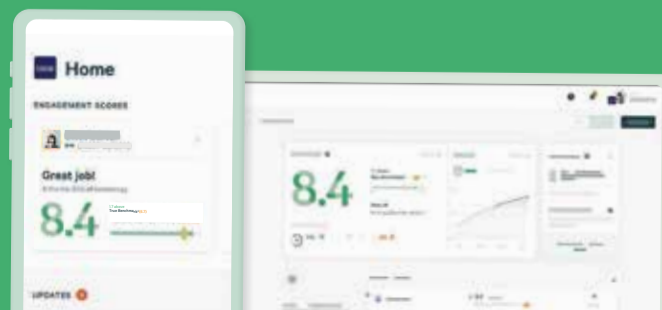
04 WHY WE MUST TACKLE NAME BIAS HEAD ON

19 THE BUSINESS CASE FOR NEURODIVERSITY



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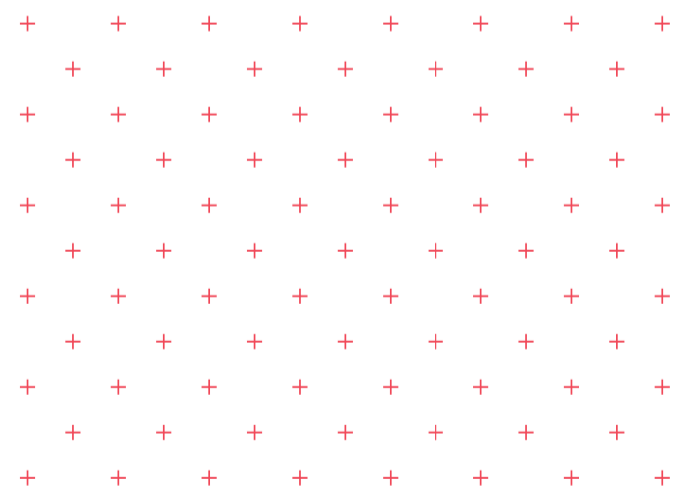
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PURPOSE

Shaping the conscience of business

Forget pure financials, corporate purpose is now the number-one priority for businesses and human resources is driving the change

Cath Everett

The link between human resources (HR) and ethical behaviour is rising up the wider corporate agenda as more and more business leaders recognise its importance and implications.

For example, in a landmark move in August, the bosses of 181 of America's biggest companies backed a revised definition of corporate purpose, indicating that making money for shareholders and maximising profits were no longer the top priority.

Instead, the declaration says, there should also be a parallel focus on improving society by providing value to customers, investing in employees, dealing ethically with suppliers, supporting local communities and protecting the environment.

Among the senior executives signing up to the definition devised by the Business Roundtable, a group that includes the most influential leaders in corporate America, were Jeff Bezos, founder of Amazon, and Jamie Dimon, chairman of J.P. Morgan.

But the move was neither purely altruistic, nor did it come out of the blue. On the one hand, in an age in which public scrutiny is on the rise and many governments are taking a harder line on corporate misconduct, organisations are keen to avoid reputational damage, not least as it deters customers and investors, says Megan Reitz, professor of leadership and dialogue at Hult Ashridge Executive Education.

On the other hand, companies are also coming under growing pressure internally as the notions of "purpose and ethics" take on increasing significance for the workforce.

"An ethical culture is important in terms of motivation and, ultimately, employee and business performance," says Professor Reitz. "So there's a drive from both inside and outside, which means these issues are now being taken more seriously at the senior-leadership level."

There is currently no standard definition what an "ethical organisation" actually looks like, says Andrew Leigh, co-founder and director at training consultancy Maynard Leigh Associates. Although he adds that the criteria used by the Ethisphere Institute in compiling its annual list of 128 large, public exemplar companies is "the closest we've got to a broad answer". These criteria cover compliance, corporate citizenship and responsibility, culture,



Mark Wilson/Getty Images

Jamie Dimon, CEO and chairman of JP Morgan, who was one of 181 American companies who signed Business Roundtable's new definition of a corporation's ultimate purpose

governance and leadership, innovation and reputation.

Jason Fowler, HR director at tech firm Fujitsu UK and Ireland, sums up a truly ethical organisation as being one that cares about the "how" as much as the "what".

In terms of financials, for example, it is about "genuinely and sincerely focusing on how they are delivered, not just what they are", he says. The same applies to everything from recruitment and staff progression to how the wider supply chain operates.

"Most medium to large organisations have a set of values that they may make a big song and dance about. But being ethical is about putting them into practice and even being prepared to take decisions that may disadvantage the business commercially to remain congruent with them," says Mr Fowler.

Interestingly, though, the Ethisphere Institute indicates that far from harming business, behaving ethically actually generates considerable benefits over the longer term. An annual comparison between the stock prices of firms that make its list and those on the *Large Cap Index* reveals that, over a three-year period, the former outperform the latter by 10.5 per cent and, over five years, by 14.4 per cent.

As Mr Fowler says: "Achieving success by making money is a short-term mantra, but if you create a common purpose, which is a feature of ethical leadership, you'll find there's more innovation as well as higher engagement and commitment, so it makes a material difference."

A further advantage of this approach is the positive impact it has on a company's employer brand, which also makes it easier to attract and retain staff, he adds.

FIVE MOST COMMON METHODS TO MEASURE ETHICAL CULTURE



Ethisphere 2018

Given the traditional link between HR and ethics though, what action can professionals take to support the creation of a sustainable ethical culture within their organisation?

According to Jose Hernandez, chief executive of organisational change consultancy Ortus Strategies and author of *Broken Business*, one of the keys to success is enabling an environment where open communication is possible at all levels.

This means supporting a culture in which employees feel able to speak up and challenge existing ways of working. It includes using anonymous whistleblowing channels without fear of reprisals, and leaders prepared to listen and act swiftly and consistently, even in the case of corporate "superstars".

"It's about fostering an environment that communicates the importance of values, puts people first and holds those in power accountable when things go wrong," says Mr Hernandez. "It's also important to incentivise ethical conduct by building ethical considerations and performance targets into the organisation's processes for promotion and variable compensation."

Other ways HR can help is to undertake robust due diligence and ethics-based vetting for all new recruits as well as provide ethical communication and training schemes. The aim is not only to increase awareness and understanding of ethical matters at all levels of the business, but also to help people navigate any dilemmas they may encounter on a day-to-day basis.

Most important of all, says Fujitsu's Mr Fowler, is that organisational ethics are owned by the C-suite as what they do is emulated across the organisation.

"So it can't be treated as an add-on or something you do once a year by giving a talk at an awards dinner," he explains. "You have to live it day to day because, if people can see the leadership team translating principles into action, it becomes the corporate standard."

Mr Fowler also believes HR directors have a particular role to play as the conscience of the organisation. "This involves holding up a mirror to the rest of the leadership team, to challenge the decisions of the board and those further down, and hold everyone to account in the way we live and breathe our values. So, ultimately, it's about embodying the ethics of the organisation," he concludes. ●



DISCRIMINATION

Why we must tackle name bias head on

Do applicants with white-sounding names have an unfair advantage when looking for jobs? Research suggests they do

Iman Amrani

What's in a name? Shakespeare's enduring question from *Romeo and Juliet* still holds meaning more than 400 years after the play was written, as name bias continues to be a barrier for employees.

In 2015, then-prime minister David Cameron addressed the issue, albeit less poetically, at the Conservative party conference. He said: "Do you know that in our country today, even if they have exactly the same qualifications,

people with white-sounding names are nearly twice as likely to get call-backs for jobs than people with ethnic-sounding names?"

Nearly five years later, the job market has certainly become more complicated thanks to the issues and uncertainties around Brexit, business and the future, and this can arguably contribute to unconscious bias being an increasing issue in the workplace.

A study launched by the British Academy at the beginning of the

“
Small and medium-sized enterprises are more likely to be reluctant to interview candidates with foreign names

Middle Eastern or North African origin had to send 80 and 90 per cent more applications respectively.

This isn't simply a question of political correctness, it's a matter of law. The Equality Act says employers who discriminate on grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation are breaking the law, and are opening themselves up to potential prosecution. This is the real reason why there has been a widespread concerted effort from big organisations to put managers through training to counter unconscious bias.

But this alone isn't going to change the culture and attitudes which led, in 2016, to the Confederation of British Industry recommending the removal of candidates' names from job applications so employers would only focus on the skills and experience of applicants.

Many agencies representing candidates will take the names off applications when putting them forward for jobs. Holly Olugosi is a talent and training partner the The One Group, a recruitment agency based in Cambridge, and previously ran their finance desk, putting forward prospective candidates to clients in the finance world. She has seen first hand how name bias has held back qualified candidates from being called for interview.

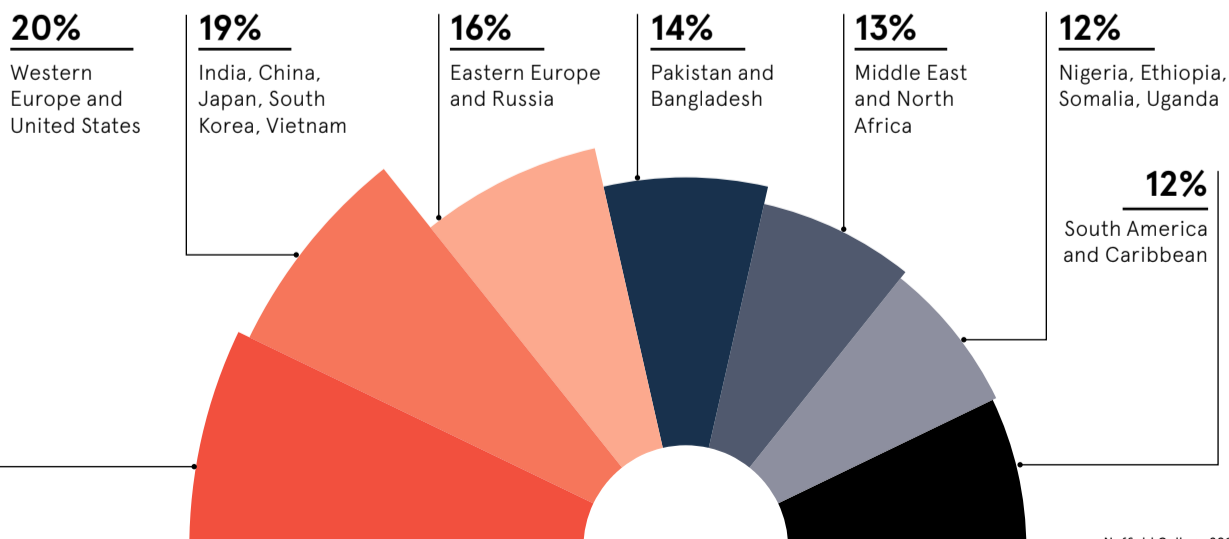
year revealed that on average 24 per cent of applicants of white British origin received a positive response from employers. Only 15 per cent of minority ethnic applicants, who applied with identical CVs and covering letters, received positive responses.

Concerns about English language fluency or education levels can't be raised in these cases as all applicants stated clearly in their CVs that they were either British born or had lived in the country since the age of six and had a British education.

Minority ethnic applicants and white applicants with non-English names have to send on average 60 per cent more applications to get a positive response from an employer than a white person of British origin.

People of Pakistani origin had to make 70 per cent more applications, while candidates of Nigerian and

POSITIVE RESPONSES (CALLBACKS), BY APPLICANTS' REGION OF ORIGIN



"It is certainly more noticeable when recruiting for client-facing staff, receptionists or customer service people," she says. "Small and medium-sized enterprises, especially family-run businesses outside London where there is less cultural diversity, are also more likely to be reluctant to interview candidates with foreign names."

Ms Olugosi used her maiden name, Chapman, when working in a client-facing position. "If I have to cold call a client and they ask me what my name is, I have to go through the whole thing of spelling and pronunciation," she explains. "I don't care if they spell it right, but they can feel a bit awkward, so I just used Chapman and only started using the name Olugosi when I was no longer client facing."

Business consultant Julia Bernard-Thompson also found her name would lead to some difficult interactions. Although she is Trinidadian, her name would often lead some people to assume she was white, an assumption they would often not be able to hide. "People have said 'you don't look like a Julia Bernard-Thompson' to me," she says. "But they would struggle to explain what they meant by that when I asked them."

Ms Bernard-Thompson has spent a lot of time researching name bias and recently did a Tedx talk on the impact of names. She found that while in most cases, minority applicants would be more likely to be discriminated against, there were some examples where the reverse

was true. "There's evidence to suggest that bias works in favour of some minorities when it comes to tech," she says. "Asian names get priority often because of the stereotypes that people have about these groups of people."

As far as she is concerned, name-blind recruitment is the way forward. "It's one of the easiest ways of giving people genuine access to opportunities. They get to make a fair representation of themselves in the interview, based on their skillset and the opportunity," says Ms Bernard-Thompson.

And it does seem to be becoming the norm. When Mr Cameron announced in 2015 he would be introducing blind recruitment to the civil service, HSBC, Deloitte and the BBC followed suit. After all, assumptions and opinions will always be made on whatever information people have to hand.

Ms Bernard-Thompson speaks in her Tedx talk about how Barack Obama was known as Barry Sotero before college, a Westernised abbreviation of his first name and his step-father's surname. Bill Clinton uses his step-father's name and his legal name is William, and Tony Blair's full name is actually Anthony Charles Lynton Blair.

Did these changes impact on the positions these individuals found themselves in further along in their careers? It's hard to tell, but before we start asking what's in a name, surely the focus should simply be what are the skills and experience on this person's CV? ●



Name bias in practice

Abdelkarim Messaoudi was struggling to find low-paid marketing internships in France after graduating and decided to switch the name on his CV to a more French-sounding one. He also decided not to disclose he speaks Arabic. Within four weeks his luck changed and he found a position that was essentially a foot in the door for his career to take off.

It did make things slightly uncomfortable when it came to the onboarding stage as he had to explain why he had used a different name on his CV. To avoid this, some people have

gone as far as to change the name on their passport if they feel it is holding them back.

Mr Messaoudi decided to explain he had struggled with name bias and wanted to be assessed for his attitude and skillset, even though he had omitted one of his key skills to be seen as a possible candidate.

In France, it is illegal to collect data concerning race or religion, in the interests of a "colour-blind society". However, this can make it difficult to monitor discrimination and diversity as there is no real data to measure.

Behaviours trump skills in the future of work

As organisations plan for a world where they don't know what skills they'll need, they must develop a talent strategy that embraces people with the behaviours to adapt to change

Digital technology has transformed the work environment. The rise of automation and the fourth industrial revolution are changing the jobs landscape at an unprecedented pace, creating uncertainty in organisations and among the people they employ.

According to Deloitte, nearly half of today's jobs will be gone in the next ten years. They won't necessarily disappear, however, so much as evolve. This new world of work needs people who can easily adapt in ever-transient environments, with behaviours that ensure they are effective and engaged no matter how much technology and jobs change.

Human resources professionals are expected to navigate organisations through this new and evolving environment, putting processes in place to support their business strategies. They need to identify, develop and transition people into the right roles, assess talent for future skills and empower employees to evolve alongside changing jobs and requirements.

But even organisations with high digital readiness face difficulties identifying the right talent. In a global study of 1,400 leaders by Aon's Assessment Solutions, only one in four respondents who rated their company's digital transformation highly also thought it had critical competencies in place to future-proof their workforce. Just 11 per cent said their hiring processes incorporate assessments for digital competencies and a mere 7 per cent said their organisation knows how to identify individuals with digital potential.

39%

of companies know how to identify individuals with digital potential

35%

have a hiring process that allows quick decisions regarding a candidate's digital readiness

49%

feel they are executing an effective digital strategy across their organisation

Based on market research of 1,350 respondents globally



"There are some underlying behaviours that companies can identify when searching for those who will thrive in the digital world," says Andreas Lohff, chief executive of Aon's Assessment Solutions. "A lot of it circles around adaptability. Can you stay employable and adjust to new challenges and tasks? How open are you to new experiences? How curious are you about what is possible? How many ideas can you contribute yourself? And can you reinvent your old area of responsibility in terms of a digital experience?"

"Mindset is also important because we know people can get very comfortable, but they need to be able to leave their comfort zone. And self-organisation is crucial because the only way you can get a company up to speed is by delegating tasks further down the line and empowering people to organise themselves in the way they treat tasks and projects. That means more focus on project management skills, teamwork and the ability to take responsibility for your own decisions rather than pushing decision-making up a line."

A digital working environment requires teams to work virtually and globally. Teams working across functions are needed to connect the dots, bring knowledge together, innovate and quickly react to changes in the environment. Flexible structures support cross-functional collaboration and allow set-up of teams based on occurring challenges.

Data is central to creating a future-proof talent strategy. HR professionals should look at organisations that are further ahead and benchmark against

them. Due to its work in human capital solutions, Aon is in the unique position of being able to provide data on jobs and organisation structures, but also on individuals. Its digital readiness model focuses on the core competencies of learnability, agility and curiosity, all three of which show significant correlations with their respective performance factors.

"We can measure the behaviours, skills, interests, motives and intellectual capacity of people on various levels, not just managerial, but also project managers, shop-floor workers, and even down to people like drivers and machine operators," says Mr Lohff. "We have a broad range of measurement instruments that can provide a digital profile."

"Aon's Assessment Solutions can help organisations understand their challenges, but also help individuals to understand their own talents and how they will fit into a future set of tasks and jobs. We help organisations to measure and select the right people, but at the same time provide a lot of self-assessment to individuals who can then carve out their own opportunities and understand the skills and qualities they'll need to achieve their career aspirations."

For more information please visit assessment.aon.com/digital-readiness

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TRUST

Five top ways to build trust in the workplace

Analysing employee data is crucial for forward-thinking organisations, but doing this without compromising workplace trust is a delicate balance to strike

Magda Ibrahim

Fewer than half of all employees have a great deal of trust in the workplace, but organisations that get it right can benefit enormously.

The 2019 Edelman Trust Barometer found employees who trust their employer are better engaged, and remain more loyal and committed than their more sceptical peers.

Meanwhile, Accenture research examining the workforce data practices that most influence employees' levels of trust in the workplace reveals a financial imperative. If organisations adopt irresponsible data analytics strategies, they risk losing more than 6 per cent of future revenue growth.

Conversely, businesses that effect responsible data strategies could benefit from increased trust, translating to 6.4 per cent of future revenue growth globally, with industries such as health and travel gaining a boost of more than 8 per cent.

Here are five key ways to build trust in the workplace.



1 Give employees more control and ensure data security

When the General Data Protection Regulation was introduced across the European Union in 2018, it enshrined basic principles empowering people to discover what data is held about them and even request its erasure.

But legal regulation and trust in the workplace don't necessarily go hand in hand, and the trust factor can be amplified by going beyond the legal requirements.

"The number-one action that matters most to building trust through the responsible use of workforce data is to ask permission," says Ellyn Shook, chief leadership and human resources officer at Accenture.

"Workers see the opportunity in sharing data, but are understandably wary, particularly in light of data breaches they hear about or may have experienced personally."

Asking employees if they want to share their data each time it is collected in exchange for certain benefits that improve their performance, well-being or safety can make a difference.

Accenture's research, *Decoding Organizational DNA*, found that 92 per cent of employees are open to this.

And new capabilities such as blockchain could be "transformational" in their impact on HR, says Chris Murray, leader of PwC's global technology network.

As well as giving employees a comprehensive, trustworthy record of their education, skills, training and performance, it can enhance cybersecurity and fraud prevention. "Blockchain presents a way to use technology to win back lost trust," according to PwC.

2 Replace top-down approaches with genuinely shared responsibility

As the media landscape has shifted, with trust held not only by traditional outlets, but the advent of news delivered through social networks, so too has the wider business world.

Although trust in Facebook dropped 68 per cent following last year's Cambridge Analytica data scandal, when it was revealed the company harvested millions of people's personal data without their consent and used it for political advertising purposes, the move away from a top-down hierarchy of trust is a hallmark of the 21st century.

In an HR capacity, the same principle of "distributed trust" can apply, argues Saïd Business School's Ms Botsman. "The phrase 'building trust' sends a signal that trust is something physical and businesses are in control," she explains. "But employees decide whether they give their trust to a business."

On a practical level, this means involving people in designing systems and putting in place executives who are accountable for ethical workplace



data initiatives and can evaluate any impact on employees and society.

Training employees how to use data and AI, and encouraging them to challenge systems and give feedback is empowering.

"Listening to and involving people is part of infusing a culture of trust. Gone are the days of 'managing' people, rather we need to collaborate and co-create with them," adds Accenture's Ms Shook.



3 Be open and honest about data analytics and usage

In an age when organisations can track almost all employee activity, through video and audio surveillance, wearable devices, GPS tracking, internet and email use, it is unsurprising some employees lack trust in the workplace.

The HR Technology Conference in Las Vegas this month unveiled no fewer than 80 new tech products, spanning advanced analytics and employee health intelligence, to employee engagement and diversity tools powered by artificial intelligence (AI).

In our tech-led HR environment, "companies need to be open and honest about data usage", cautions Rachel

Botsman, trust fellow at the Saïd Business School, University of Oxford. "Trust issues fundamentally come from human concerns around risks, expectations and control," she adds.

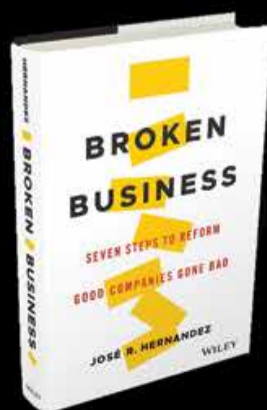
"I see many companies jump to the technical solutions without understanding what their employees are genuinely concerned about with workforce data.

"The most critical action businesses need to take when it comes to trust and data is to be very clear about their intentions. Why are they keeping this information? Who is in control? Most trust issues arise when neither of these questions is adequately addressed."

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– Louis J. Freeh, Former FBI Director



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Be clear about the benefits of data analysis and business intelligence

As Accenture found, data collection and analysis is better received by employees when there is a distinct benefit to them.

Where career progression is concerned, data can be used to personalise training programmes, while that same data can be used to ensure employees use their skills to the full, bolster creativity and design more productive teams.

An example is Cisco's Talent Cloud, which combines internal employee data, predictive analytics and market intelligence to create more dynamic teams, with people allocated to the right job.

At Accenture, Ms Shook adds that the professional services company's Specialisation at Scale initiative uses employee data and intelligent technology to the same end.

"With nearly 500,000 employees, we need a robust and agile way to ensure the right team, with the right skills, is ready at the right time to serve our clients and spark innovation," she says.

"In pilot programmes, our people confirmed that this new analytics engine identified their specialisations correctly 93 per cent of the time.

"As it relates to the responsible use of their data, the clear benefit to them is their capability and credentials are clearly articulated and visible; something they are proud of and that enables them to be staffed more easily and quickly on projects which showcase their strengths."



Ensure HR practices involving AI are transparent and explainable

A global study on trust in the workplace by EY notes one of the top factors cited as very important is equal opportunity for pay and promotion for all people regardless of differences, such as gender, country of origin and thinking style, as well as a diverse environment.

This is critical as more HR practices are moving to AI-based technology, in which one of the key issues is that all algorithmic systems are based on existing data.

If the existing data is biased – a strong possibility as more than 180 human biases have been scientifically classified – then any predictions and recommendations will be too.

A team from Massachusetts Institute of Technology and IBM is tackling the issue to ensure AI systems are trustworthy and trained with unbiased data, and is developing algorithms that can be easily explained.

Francesca Rossi, AI global ethics leader of IBM Research, says: "Most current AI systems are biased, but we believe in the next five years that bias in AI will be tamed and eliminated.

"Only a diverse and inclusive approach can help shape AI in a way that is both trustworthy and beneficial, besides being smart."

For example, systems assessing fair pay will compare an employee to peers, but may not understand issues of race, location and age, while systems that analyse job fit may institutionalise discriminatory hiring practices.

"There is a major movement in the AI community to make systems 'explainable'," says Josh Bersin, research analyst and founder of Bersin by Deloitte people strategy tool. "If you understand why a prediction was made, you can act on it more intelligently." ●

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STRATEGY

Future HR leaders need to think like marketers

Having human resources embrace the methods of the marketing department can help attract top talent, improve retention and even grow the business

Azadeh Williams

The disruptive age of customer centricity means the pressure is on businesses to be agile and take a more holistic view of both their employee and customer experience. Traditional, siloed ways of working in HR and marketing working are no longer relevant, as fresh opportunities emerge to collaborate and attract the best talent, while fostering an inclusive culture that drives greater brand advocacy.

The success behind HR and marketing working together stems from a mutual understanding that customer experience and employee experience go hand in hand. Those who are getting it right know what it takes to form a natural bond and create an employee engagement programme with the same level of care as client-facing initiatives.

Just as marketers use data, insights and net promoter scores to understand their customers, build loyalty and optimise the customer experience, HR can use similar tools and methodologies to uncover employee satisfaction trends or issues.

For Sage, the largest technology company in the FTSE 100, which recruits more than 13,000 employees worldwide, HR and marketing working together is an integral part of cross-functional best practice. This approach is critical for ensuring a high-performing and scalable approach to both customer and employee success.

By applying the strategic lenses of customer success and colleague success, Sage's HR and marketing teams are encouraged to share best practice when it comes to ensuring both

clients and employees are provided with an experience that enables them to thrive.

"Employees increasingly expect the experience they have inside their company to reflect the consumer experience they have in their everyday lives," says Sage's chief people officer Amanda Cusdin. "By making Sage a great place to work, where our people can bring their whole selves and do their best work in an inclusive culture, we will have happy colleagues who also deliver the best experience for our customers."

For a global corporate brand such as Adobe, the partnership between HR and marketing isn't new, with the two functions working together like a well-oiled machine. The company actively fosters a culture where HR and marketing work together to communicate any promotional activities and achievements internally, and inspire their people to be great advocates for the company.

"The most important thing for us is ensuring the way our brand is promoted externally matches the experience we deliver to our people every day," says Tania Garrett, Adobe's senior director of employee experience, Europe, Middle East and Africa. "It's a big part of what attracts customers

and new talent into our organisation, and keeps the existing workforce happy and motivated."

In a fast-churn environment where companies are working hard to attract and retain top talent, using marketing efforts to reach only customers and not as part of the recruitment process is missing a massive opportunity, says James Dodkins, customer experience specialist and founder of Rockstar CX.

"HR and marketing should be working together to also build innovative, creative marketing campaigns targeting the type of employees they need," he says. "This is especially critical when trying to attract great, future leaders in today's crowded market."

Ben Plomion, chief growth officer for computer vision company GumGum, agrees. He highlights that just as marketing maps customer journeys, HR should have a similar strategy to optimise the candidate journey to attract and retain them. The functions are particularly similar when it comes to the "top of the sales funnel" concept of raising brand awareness to draw both talent and client interest.

"In many ways at the brand awareness phase, HR and marketing departments behave in the same way," he says. "For instance, PR-related activities, like media coverage and awards, amplify positive public conversations and really serve a dual marketing and HR function, attracting talent just as much as they attract new clients."

At grassroots level, the main difference between HR and marketing has been that human resources focuses more on engaging with internal audiences, while the marketing team works with external audiences. But experts agree both function with a shared goal of clearly and consistently communicating the vision, mission and values of the organisation.

"Marketing is great at wrapping up ideas like value propositions into easily digestible packages, simplifying them so they become real assets for nurturing and maintaining a happy, productive and committed workforce," says Kelly Batelle, GumGum's vice president of people operations. "Distilling these key business ideas, so everyone within the organisation embraces them, means HR needs to think and operate like marketers or, better yet, work in collaboration with marketing."

For Ryan Bonnici, G2's chief marketing officer, unpacking and simplifying the company's values has formed a critical part of how HR and marketing work together, not only to attract great talent within his team, but also to help the business grow in exciting new directions. Having started with a team of five marketers in 2017, Mr Bonnici now works with around 65 in his department alone, and growing. The change started with rethinking the company's key values.

"When I joined the organisation, the values were long, complicated and nobody remembered them," he explains. "It was hard to find the 'clear compass' to guide us collectively. So we created a new simple acronym, PEAK, which stands for performance, entrepreneurial spirit, authenticity and kindness. We've found attracting candidates who embody these values are the ones who stay with us and become great employees. It now

“The way our brand is promoted externally matches the experience we deliver to our people every day

forms the basis of everything we do. We sell on our PEAK culture, we build product on it, we even use it as a verb to inspire change."

But like any cross-functional effort, there are always going to be clashes in opinion and some reluctance to adopt change. This is where the C-suite have a role to play in helping to steer and align the vision to drive transformation from the inside out and top-down.

"The difference between HR and marketing is that human resources isn't as upfront in asking for what they need, whereas marketers are used to asking for budget or validating additional support," says Mr Bonnici. "Don't be afraid to ask the CEO, like we did, to tear down a big hole in the middle of your building, if it means you can create a brilliant, campus-style space where your people and your customers love to collaborate and be genuinely proud of being part of your brand." ●

WHAT HR CAN LEARN FROM MARKETING FOR THE RECRUITMENT "FUNNEL"

EMPLOYER BRANDING

Company branding and messaging can be used to attract candidates and communicate to them what makes the organisation special

BUILDING A TALENT PIPELINE

The various channels, from job sites to social media, through which a candidate enters the recruitment process

CANDIDATE EXPERIENCE

Just as important as customer experience, how a candidate interacts with the organisation throughout the application process is key

CANDIDATE SELECTION

Using tools and methods borrowed from marketing, HR can gain insights into potential hires in order to find the best possible fit

REPORTING AND DATA ANALYSIS

Once the hire is complete, it is important to feed back reports and data to all stages of the "funnel" to assess how efficient the candidate-to-hire conversion is and to keep improving

How to be an employer of choice

Companies that take a strategic approach to employee recognition and build a strong employer brand will be in the best position to attract, retain and unlock the finest talent

Organisations face huge challenges in attracting the best and brightest people. Workplace automation means those in “human” jobs will become highly prized employees, so companies need strategies to motivate and engage this talent. A recent survey of more than 3,500 workers by the Workhuman® Analytics & Research Institute (WARI) found that employees who have a sense of meaning and purpose are more than four times as likely to love their jobs. Respondents ranked meaningful work as the biggest factor influencing their career choices, above compensation and perks.

If the future of work is human, it is crucial that organisations appeal to people’s emotional connection to both their job and their employer’s values. Workers are twice as likely to recommend a company to a friend if they think it has meaning and purpose, and three times as likely when their personal values align with company values.

To attract highly skilled employees, whose values match corporate values, companies must have a strong employer brand. According to research from LinkedIn, four out of five talent acquisition managers believe that employer branding has a significant impact on the ability to hire great talent. It allows companies to communicate their culture and values through storytelling to prospective employees.

“Storytelling means telling candidates about your company’s monthly green challenge, whether that’s to cycle to work or use only refillable water bottles, rather than just saying it values sustainability,” says Grant Beckett, vice president of global product strategy at

Workhuman, the leading provider of human applications.

“Tell people why they will enjoy working at your company, from the on-site cafeteria to the dog-friendly policy, and help them understand what the job really is. It’s about triggering a reaction based on sharing genuine insights into company culture.”

While developing an employer brand is important, it is essential that it truly represents the company. If the culture of the company doesn’t reflect what the employer brand communicates to the world, people will feel duped and soon move on. Improving company culture and developing values starts from the top, but should not end there.

“A lot of people say they’re going to have a good culture and here are our core values, mission and purpose, and expect that culture to just appear,” says Mr Beckett. “The reality is you can’t dictate your culture in a company. You can set its tone from the top, but then you have to unlock the power of people to live it. Acknowledging people who represent those core values is the way to ensure company culture reflects the company mission.”

Organisations can’t manufacture a culture, but they can facilitate one by placing recognition at its heart. Through recognising those who exhibit the values that have been defined, companies can engrain their purpose into the life of the business in a positive way. Showing what “good” looks like through praise allows them to celebrate the best of their culture within the subtle day-to-day interactions between their people.



Recognition should be emphasised as a key initiative, rather than just deployed as a trivial afterthought. This requires executive support. People have to feel there is support from the top and that it’s for the whole workforce, peers and management alike. Inclusivity is the key to a great culture.

Putting a name to the initiative is also important. US airline JetBlue, for example, has a crew member recognition programme called Lift and employees embrace this language in their interactions, “lifting” each other through public praise and gratitude. It becomes part of the core fabric of the company and over time feels organic and authentic. Across diverse industries, big global brands such as Cisco, LinkedIn, and Procter & Gamble are investing in recognition initiatives.

“You also have to invest in it,” says Mr Beckett. “Programmes that just amount to a pat on the back die out over time because recognition gives get tired of high fives or ‘likes’. There has to be substance behind it, such as calibrating recognition moments with points that can be cashed in for real rewards, like a trip for your family.

“As research by SHRM/Workhuman shows, companies that invest one per cent or more of payroll in rewards and recognition are nearly three times as likely to rate their programme as excellent, compared to those that don’t.”

Workhuman facilitates human connections with innovative technology that supports recognition moments

“You can’t dictate your company culture and then expect it to just appear. You’ve got to unlock the power of people to live it through recognition and reinforcement

feedback more social and crowd-sourced, with the right supervision,” says Mr Beckett. “Only once those foundations are in place do we run the technology, enabling colleagues to communicate, express gratitude and tell their stories by posting comments and even pictures and videos.

“Once the programme goes live, we constantly monitor the data. Our data scientists have deep mathematical regression analysis in their background and we partner with our clients to understand what the programme is achieving for metrics like retention, employee engagement, safety and billing rates. For any business metric of importance to a particular company, we can analyse how the recognition and culture created through it results in hard ROI.”

When people feel invested in their company and feel their company is invested in them, they become its best recruiters and ambassadors. Most importantly, the human connections made through recognition moments provide invaluable content to reflect in the employer brand, forming the basis of the company’s vital public-facing identity.

for organisations on a global basis. The company’s technology, consultancy and industry insights help foster positive working cultures that are based on gratitude, inclusion and fairness, key attributes when building an attractive employer brand. There is a powerful emotional psychology behind recognition and appreciation. Workhuman helps C-suite and HR leaders tap into that psychology to rethink how traditional recognition programmes work. Its consulting group helps them to structure and brand a programme in the most effective way, then deliver strong return on investment (ROI).

“We spend a lot of time thinking about the name of the programme and how to change traditional thinking about feedback as being only a responsibility of managers. We teach them about trusting their workforce, making

For more information please visit www.workhuman.com



87%

of UK employees would recommend their company to a friend if their job has meaning or purpose

90%

would recommend their company if personal values match the company values/mission

2 out of 3

employees who have worked at their company for one to eight years would leave their current company for a company with a more positive, human culture

WARI Survey Report

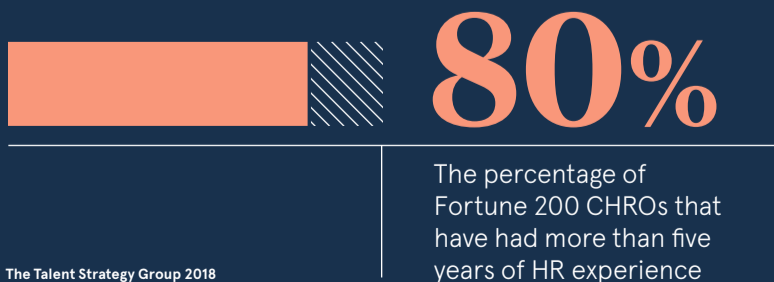
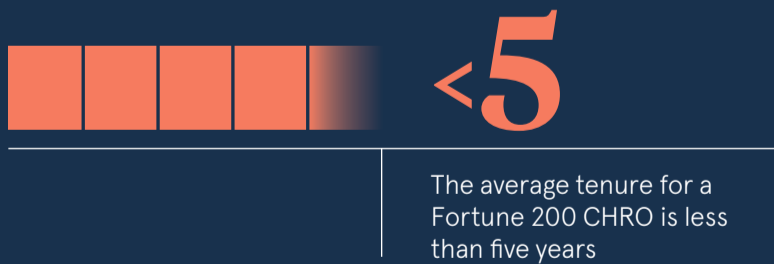
THE EVOLVING CHRO

The role of the CHRO is changing. As the remit of HR leaders expands beyond recruitment and employee engagement, to digital transformation, driving productivity, and more, their position is no longer one which can be overlooked. With a seat on the board and the CEO's ear, the CHRO is becoming an increasingly vital member of the C-suite, one who will need a diverse set of skills for business to thrive

WHO IS THE CHRO?

AVERAGE CHARACTERISTICS OF CHROs

Analysis of CHROs in the Fortune 200

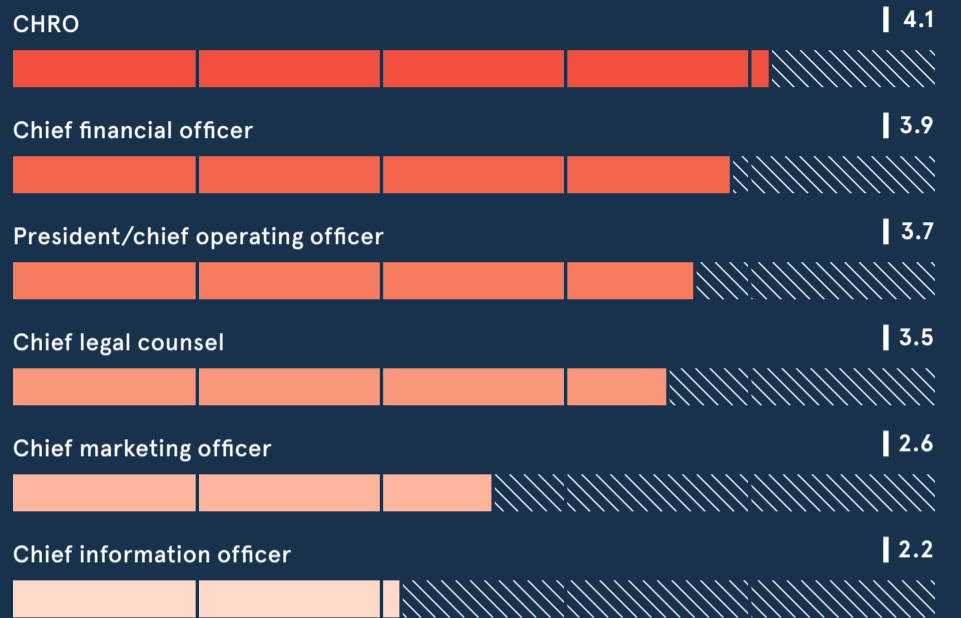


The Talent Strategy Group 2018

WHAT IS THE CHRO'S POSITION IN THE BUSINESS?

CHROs ARE THE CLOSEST CONFIDANTS TO CEOs

Score out of five, where one is "not a confidant" and five is "closest confidant"



Center for Executive Succession 2018

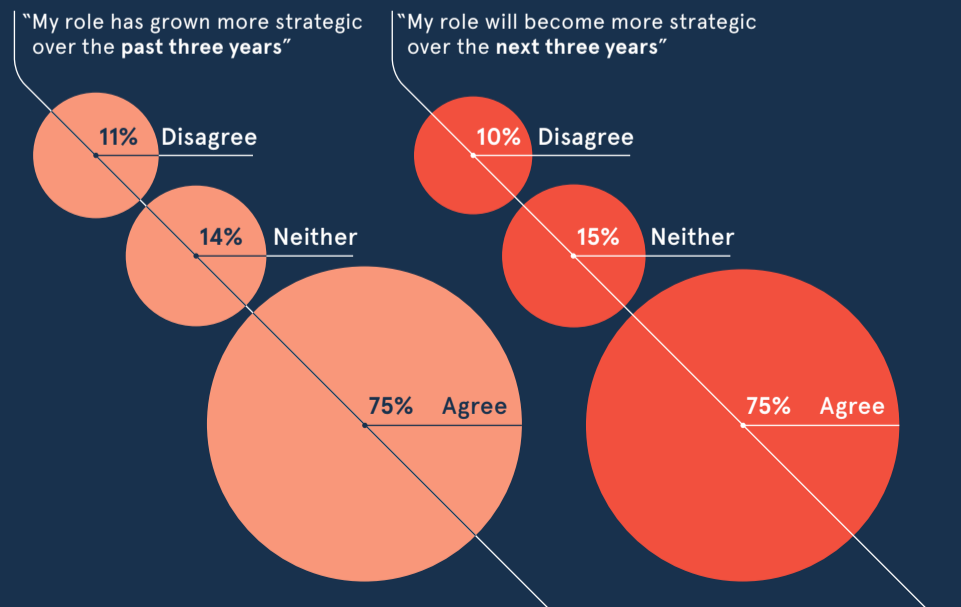


Leathwaite 2019

HOW IS THE CHRO'S ROLE EVOLVING?

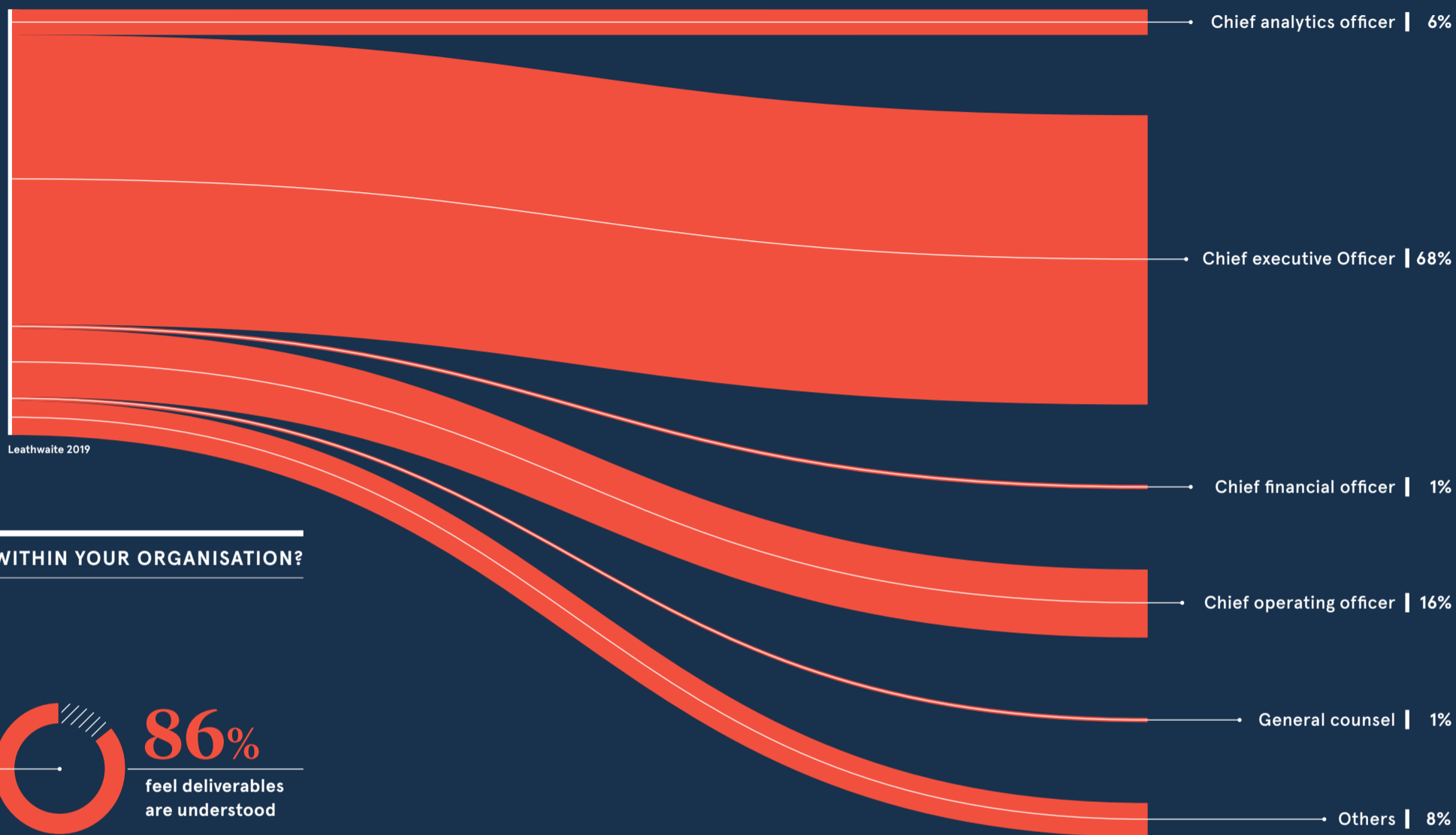
CHROs ARE BECOMING MORE STRATEGIC

Service Now 2018



CHROs TEND TO REPORT DIRECTLY TO CEOs

What is the ultimate reporting line of HR within your organisation?



Leathwaite 2019

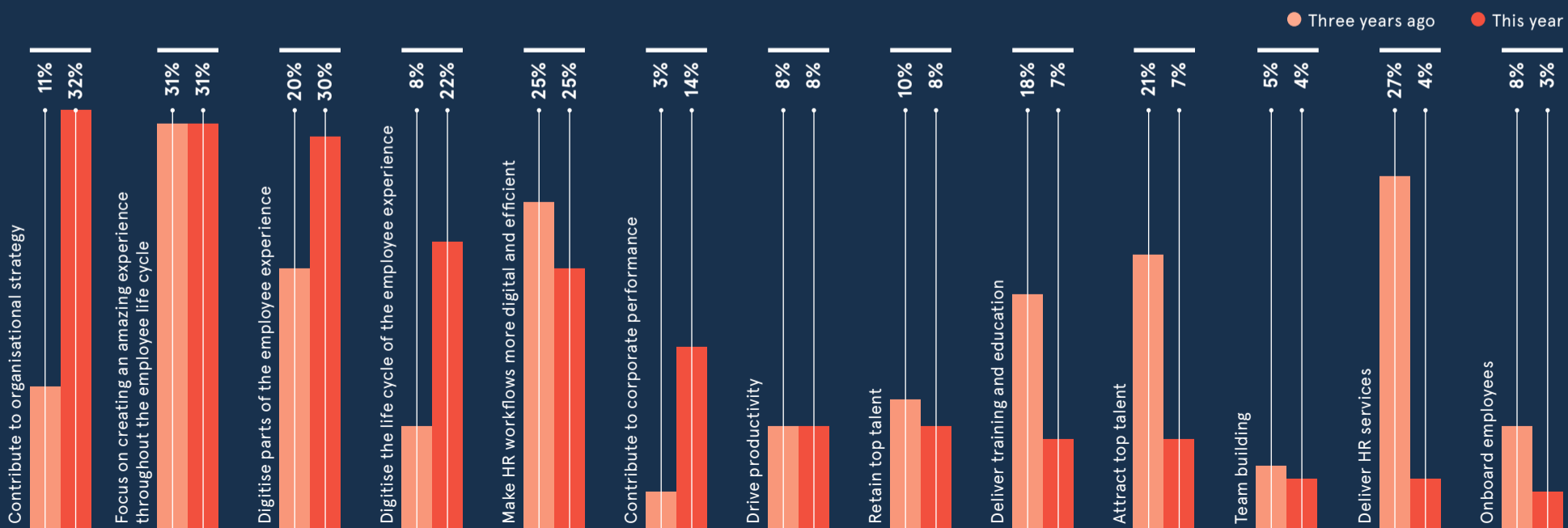
PERCEIVED WITHIN YOUR ORGANISATION?

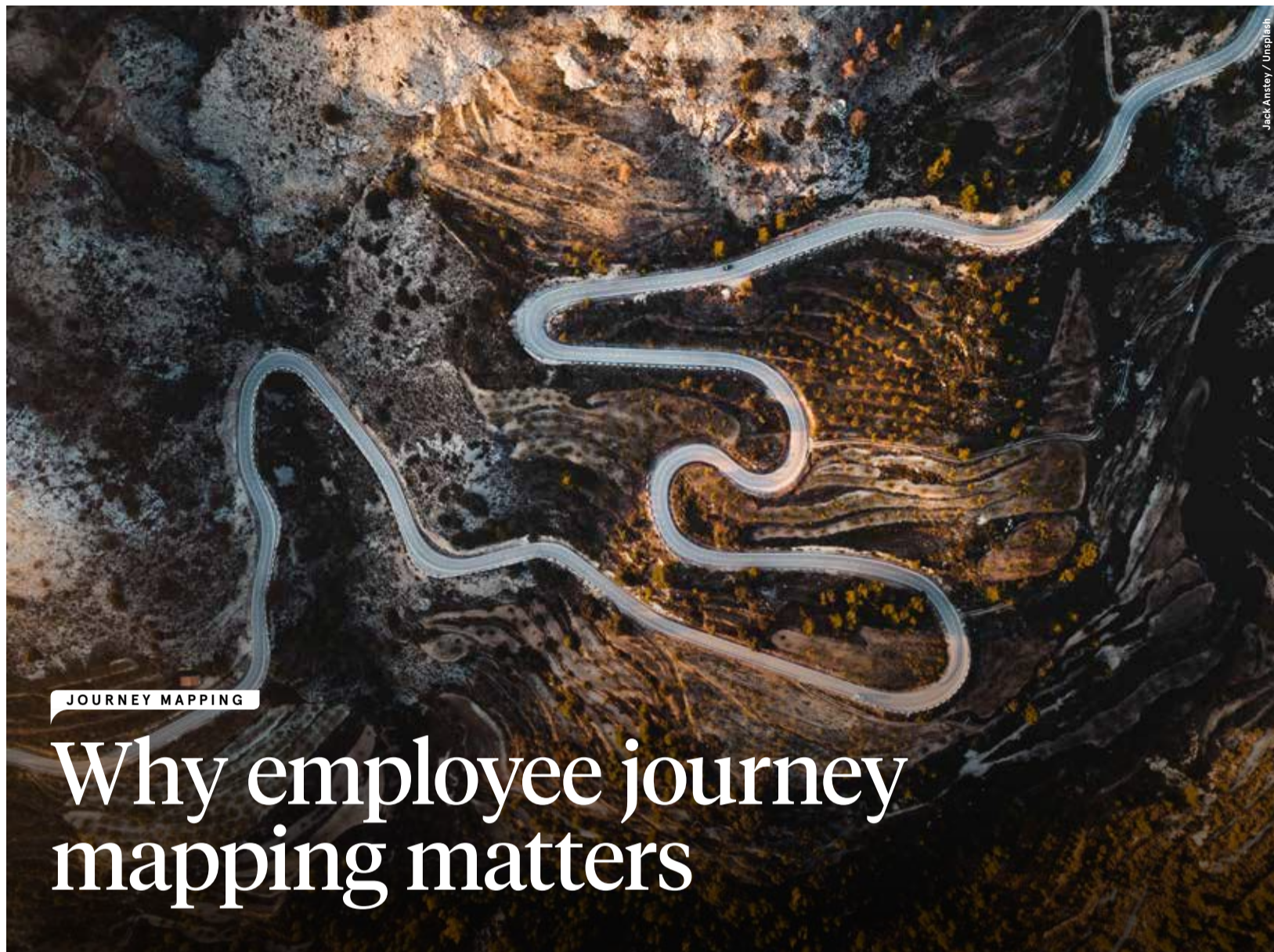


CHRO'S ROLES ARE CHANGING AS THEY BECOME MORE INVOLVED WITH ORGANISATIONAL STRATEGY

How CHROs see their core role today, compared with three years ago

Service Now 2018





JOURNEY MAPPING

Why employee journey mapping matters

It may sound like the latest human resources buzzword, but employee journey mapping has the potential to drive real change for businesses

Nick Martindale

HR is constantly evolving, and so too are the tools and techniques at its disposal. Employee journey mapping is one of the latest to have an impact, offering the prospect of employees taking a greater degree of control over their experience in a company, with the hope of creating more engaged and productive staff, who will remain with the business for longer.

"In simple terms, employee journey mapping is understanding the experience an employee goes through, from their very first contact with a company all the way through to their last day in the office," says Aliya Vigor-Robertson, co-founder of JourneyHR. "By putting themselves in an employee's shoes, HR teams can identify ways to improve the company culture, enhance the employee experience and build their employer brand."

An important element of employee journey mapping is that it is the employee who is in charge, rather than it being a top-down initiative, with a particular emphasis on what matters to them.

"Organisations are currently overlooking the wide variety of everyday human interactions and events, trials and triumphs, adventures and misadventures that define life at work," says Robert Ordever, managing director of workplace culture firm O.C. Tanner Europe. "These everyday 'micro-experiences' create the real employee experience. But rather than empathise with these, many organisations operate as though they don't even exist."

O.C. Tanner's own research found that 92 per cent of employees describe their employee experience as their "everyday" experience, while 66 per cent feel the employee experience matters at their organisation.

These individual experiences are something that CoreHR has made a key part of its employee mapping process, particularly through its 30:30 discussions, where every employee is entitled to a minimum of a 30-minute chat every 30 days with their manager to discuss matters that are important to them.

"It's now regarded less as a list of 'moments in time' along the employee life cycle and more

about how the employee experience is 'lived and felt' by individual employees at various junctures of their employment experiences," says Sharon Looney, chief human resources officer at CoreHR.

Effectively mapping employees requires HR and line managers to take the time to talk to staff. "The biggest problem is nervousness around asking employees for thoughts and feedback; sometimes business owners and managers are afraid to find out what their people really think," says Nicola Gater, consultant at Reality HR. "But taking a head-in-the-sand approach only stores up problems for later."

Part of this means being willing to listen to any input, even if this is not as expected. "You may find that what employees want is not what you had planned," says Liz Sebag-Montefiore, director of employee engagement firm 10Eighty. "If you don't focus on what they want and need, there's no point pretending that HR can really make a difference to engagement."

“**Understanding what an employee goes through, from their very first contact all the way through to their last day in the office**”

New technology can help employees and line managers capture experiences and ensure any potential issues are identified early on. "With so much data on productivity now available, combined with regular engagement surveys and information gathered via apps and other technology, businesses can quickly see which stage of a journey is failing which employees, so that they can address these straightaway," says JourneyHR's Ms Vigor-Robertson.

There are already examples of where talking to employees about what they want out of their work has led organisations to act. Consumer review website Trustpilot developed its Trustpilot Women In Leadership initiative, designed to help develop women in the technology space, which originated in its New York office.

"The group has also started to undertake a series of philanthropic events and activities," says Donna Murray Vilhelmsen, Trustpilot's chief HR officer. "It's something which has come very organically from a group of individuals, and we're encouraging and supporting them to do more and take the opportunity into other offices globally."

DHL, meanwhile, has used employee insight to transform its processes around both recruitment and career management, helping to improve the way it conducts these for future recruits as well as existing staff. "Our datapoints show that those who have clearly defined career paths stay with us longer,

often via promotion and advancement," says Lindsay Bridges, senior vice president of HR at DHL Supply Chain UK and Ireland. "We've used this data to create bespoke employee journeys, tailored to specific groups of individuals."

But there are risks attached to employee journey mapping. "If you get it wrong, you may put the wrong person in charge of people," says John McLaughlin, head of enterprise solutions at Aon's Assessment Solutions. "In hierarchical, straight-line career path structures, this is common. In digital organisations, increasingly, there is a 'Y' shape, where people can progress either into some type of technical managerial role or a role with people management responsibilities."

It's also possible to misjudge what's important for the employee base as a whole. "Fail to map the right paths for your employees and morale will sink," warns Mark Williams, vice president of product at People First. "You can end up like US online soft furnishings company Wayfair where the employees walked out over their employer's sales to migrant detention centres, which they didn't agree with. There was a mismatch in values which nobody at the top foresaw."

Commitment to employee journey mapping from senior leaders is essential, says Sharon Benson, HR director at online retailer Studio.co.uk, which is currently looking at creating a mapping strategy. "The employee journey is an outcome of HR directors working closely with C-suite colleagues in firstly shaping the target culture, defining the internal and external brand, and identifying the core foundations of what success looks like within each function and respective role," she says. "Only through this approach can you genuinely start considering the end-to-end employee experience, based on the multiple levels of engagement and genuine feedback." ●



OPINION

‘Over the next decade, people experience and work revolution will become a way of life’

When I first entered the human resources tech world in 2011, I discovered the previous decade had been about designing HR for HR.

This last decade, many professionals have worked hard to build a function for both employee and business. Analytics, culture, wellbeing and engagement have all wrestled for their place.

Over the next decade of predicted exponential change, people experience and work revolution will become a way of life. I believe HR will discover its defining discourse lies in the areas of learning, performance and productivity.

Since 2011, productivity has continued to lag. Why? Because across the world, employees are overwhelmed, unable to cope with the explosion in information. We must recognise, in an era promoting work-life balance, we are working harder than ever on our top problems as people. Firstly, managing the now and, secondly, trying to find a sense of purpose from our work.

Despite resources spent, employee engagement has only increased by 2 to 3 per cent, 70 per cent of all workers don't like their jobs and it's been estimated that actively disengaged employees cost the United States \$500 billion to \$600 billion each year in lost productivity. Some company's employee engagement scores are as high as 90 per cent disengaged.

In my view, what is needed to overcome this disengagement disease is a focus by HR on maximising value across the business from strategy, people experience to engagement. This will allow for stronger profitability, performance, culture, and engagement; versus our current trap of enforcing rigid single-dose, one-size-fits-all processes for expediency.

Technology has brought us closer together, but our working world has become much, much bigger.

Recently, I caught up with some successful enterprise leaders about their experience with HR. One of the overarching experiences when discussing business performance and profitability is that the HR function puts processes before value. When a people process is set, it becomes "law" and a standardised approach ensues.

The second major business challenge for organisations this year is increasing agility, and the most considerable problem, from *UNLEASH Insights*, is improving performance and profitability. There is an evident

lack of alignment between HR priorities and business priorities, which are critical drivers to overcoming those challenges.

Overcoming these fundamental, yet foundational, challenges will allow HR to march into the next decade with real immediacy and excitement as the work revolution gains momentum. It will enable us to embrace artificial intelligence (AI) and its roots in performance, organisational design and psychology. In addition to this trend, there is an explosion in micro-learning. A war for skills, both soft and technical.

We are seeing a radical change in employee expectations and experience across all demographics.

In five years, robots and machines will displace or transform 75 million jobs, algorithms will create 133 million new roles, 42 per cent of companies believe AI will be deployed inside their businesses, and only 15 per cent of companies have plans to deal with that change.

Surprisingly, it is just over 12 years ago since I wrote my first blog post on appraisals, *Another Ten Years of the Annual Performance Appraisal?*

A single version of the truth is a great debate once a year, but not achievable or desirable in today's world; that once-a-year annual performance review "because this is what we do". The refusal by many firms to use an HR tech solution that enables continuous feedback and better engages the workforce suggests the work revolution is only getting started.

As we enter the 2020s, HR leaders who aim to blaze a trail and disrupt need to step back and look at the bigger picture. What does ownership of employee engagement look like in your organisation? Ask yourself, your team, your employees, and especially your managers and leaders? Do you own the elements that lead to increased engagement?

The best way to create the future is to predict it.



Marc Coleman
Chief executive
unleashgroup.io

Talent selection needs a dose of innovation for hiring challenges

When it comes to the future of HR, it is time to see the unseen

Amid fluctuating current trends and prospective forecasts, businesses need to go beyond quick-fix tools and instead look to instil a cultural DNA that negates the uncertain.

"You can't wait for the future to show itself, you need to see it now," says Charles Hipps, chief executive and founder of Oleeo, a diverse team of technology and talent acquisition professionals, who have come together to guide organisations towards and through this cultural transformation when it comes to hiring.

"Talent shortfalls, diversity challenges, the growing demands of your business and competitors fighting for every advantage is everyone's reality at present. And while some say tools like artificial intelligence (AI) are the only solution to keep up with these challenges, we think they're only part of it."

Oleeo boasts more than 20 years' experience in recruitment technology, overseeing many of the shifts and trends that now dictate industry. The company has consequently witnessed the rise of many concerning statistics, chief among them that small and medium-sized enterprises are wasting more than £125,000 a year on failed recruitment.

"Successful recruitment lies in bringing together human experience and



AI capabilities, creating superhumans capable of finding the best talent, fast," Mr Hipps explains. "And our Intelligent Selection tool can help you do that by realising the future, now."

Oleeo can cite 40 per cent increases for clients looking to increase the number of applications and hires by using its Intelligent Selection tool.

"It's simple really; why employ the same when you can employ better?" he adds. "When you want to employ better people than you did yesterday, you need to employ better ways to recruit now. It's time to reset existing behaviours, shed unnecessary burden, and arm yourself and your team with the tools required to outperform the competition."

Bigger, better, faster, further

Through the power of Intelligent Selection, Oleeo enables companies to break the source of talent wide open. This enables clients to attract, engage and hire more skilled and diverse teams in a bigger, better, faster and more expansive way than ever before.

"Bigger' entails the power to explore the unknown," says Mr Hipps. "Talent is not missing; it's out there waiting for you. To discover diverse talent, you need to explore diverse sources and unleash the potential they hold. Venturing into new sources with AI can help realise significant time and cost-savings by processing vastly more applications, yet only recommending the best-fit candidates with diversity in mind and bias eliminated.

"And 'better' empowers companies to mitigate the 'what you see isn't always what you get' conundrum. Intelligent Selection can crunch thousands of datapoints already used in hiring activities and utilise the strongest predictors of success, to ensure improved hire quality, better conversion rates and increased performance for business longevity."

“
A smoother talent acquisition process will deliver positive results on your bottom line

This requires an inherent trust in the power of AI, which merges improved quality and efficiency "faster". Instant identification is the third strand emphasised by Oleeo, but to pinpoint star ratings manually for every hiring touchpoint is impossible. And in a climate where talent won't wait for manual processes to catch up, it's imperative organisations adopt AI to beat competitors to the punch.

"A cultural shift in HR that embraces digitisation gives you the power to see beyond the horizon or the final parameter of 'further'," Mr Hipps concludes.

"Smart recruitment can improve organisational performance by as much as two thirds. It's therefore imperative to shape the future by learning from real-time insights that enable continuous improvement in efficiency, compliance and effectiveness.

"Ultimately, a smoother talent acquisition process will deliver positive results on your bottom line, while talent quality will deliver positive results on your top line from day one and beyond."

Learn more about Oleeo at oleeo.com



£125k

wasted on average by SMEs a year on failed recruitment

24%

worry about having to keep up with the manual workload involved in hiring decisions

47%

feel that the competition for the best applicants is more fierce than it has ever been

41%

say it would speed up their time to hire when asked how automated decision-making would help them

Oleeo

EU posted worker legislation needs technology to protect brands

Dealing with job postings in Europe does not have to be a headache

The number of employees being sent to work abroad within Europe is growing steadily, mirroring global trends. According to the latest figures available, in 2017 alone, 2.8 million workers were posted from one European Union country to another, an increase of 83 per cent on 2010.

To ensure a level playing field for employees and protect their rights when being sent abroad, the EU has been enhancing its rules and enforcement around the posting of workers since the regulations were established in 1996.

The latest directive on posted workers has to be transposed into national law by July 30, 2020 and as each European country updates their rules and regulations to meet the EU regulation, the compliance obligations for an employer increase. Additionally, since the application of the directive is left to the country itself, slightly different rules apply by country, making compliance more complex.

Failure to comply with the posting country requirements can lead to fines, bans on receiving short-term postings or countries reporting the names of transgressors publicly to encourage compliance.

For example, maximum fines per worker can range from €1,165 in Malta to €10,000 in Austria and Finland. Whereas being named and shamed as an organisation that is breaching rules around posted workers can be hugely damaging to corporate reputations.

To complicate things further, companies should complete posted worker registrations in advance of the employee entering their posting country. Collecting all the necessary application information can be time consuming and potentially delay the posting process. Often the registration data needs to be provided by a range of different sources, such as pay slips from payroll, contracts from human resources and posting details from the line manager. Inevitably, collating this data without a solid process causes delays and snags.

Furthermore, leaving this process to local HR departments and payroll administrators may not be the most appropriate course of action. While the local teams are likely to know what they need to do, there are benefits in having a more organised process.

Not only does a central process help ensure that risks and bottlenecks can be identified at a higher level, it also means the company can use one process to manage all postings, leading to better efficiency in managing the data and administration.

Software can do more than just help businesses administer compliance; innovative technological solutions can ensure the risk faced by enterprises is kept to a minimum.

"The Equus PinPoint business traveller software has dedicated posted worker features," says Oliver Trundle, vice president of product marketing at Equus Software, a market leader in cloud-based relocation and mobility



“The reputational risk to a multinational of being exposed as not completing their registrations is huge

solutions. "The tool can identify posted workers from travel, calendar or expense data, create workflows to guide businesses through the registration process, including collecting information from different sources, and produce the completed registration document."

The PinPoint application connects with HR, travel and expense systems, so when employee travel is booked, workflows will notify the relevant people in the home and posting countries to begin the application. The software will automatically route and contact the correct people for their input, which is likely to be different people in different roles, depending on the country combination.

Using workflow not only helps to determine requirements and track progress, it also enables an employer to see the status of the posting registration, make sure all steps are complete and ensure the move can happen as soon as possible.

"There is an element of process efficiency in implementing the same process everywhere. Although some of the questions and content may be different, the process and the base data will be the same," says Mr Trundle.

For example, if the same employee has a number of postings in different locations, the copies of their employment contracts and status of existing certificates of coverage (A1s) are already saved

83%

increase in posted workers between 2010 and 2017

174%

rise in intra-European information exchanges on posted workers between Q3 2017 and Q1 2019

in the system, with no need to collect them again. For managers both sending and receiving employees, using a familiar system in a consistent way makes their lives easier and thus encourages faster compliance.

Getting the right data collection method is also important. Some data can be pulled directly from HR systems via integration, some can be recycled for each posting, where employees or posting details are the same. However, there is always going to be an element of needing to contact one person, one time, to collect a little information.

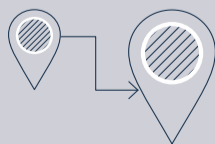
For this, PinPoint can send a single-use link to allow the person to complete an online form with only the information they need to complete. This enables quick and simple data collection, while preventing users from seeing anything more than the information they are providing.

It is important for businesses working in Europe to have a way of organising and tracking posted worker applications at every stage, from identifying the posting requirement, collecting data and submitting the application to tracking the posting end-date.

"The value of the software is that it structures the data collection process and adds oversight. It reduces time spent as data can be integrated, the requirements are configured by country, and requests and notifications can be automated. Getting the registration admin as slick as possible is key for employers to get their employees to post quickly while remaining compliant," Mr Trundle concludes.

LEVERAGING SOFTWARE TO MAINTAIN POSTED WORKER COMPLIANCE

Automatically identify posted worker registration requirement



Scan travel data and identify where posting registrations are required

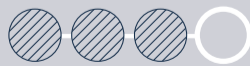
Automate registration data collection



Manage data collection from different sources

- Pay slips
- Working times and conditions
- Employee information
- Contract

Manage status & create completed registration



Track status and produce completed application

For more information please visit www.equusoft.com/postedworkers

EQUUS
SOFTWARE

OLDER GENERATIONS

Firms need to get better with age

New workforce demographics may pose human resources challenges, but savvy organisations should see older workers as an opportunity

Martin Barrow

Britain is getting older and so is its workforce. Companies are hiring older workers so there are now more than ten million people aged over 50 in employment. They make up almost one third of the workforce, compared with one in five in the early-1990s. With the average employee now in their 40s and the state pension age increasing, this is only set to grow over the next decade.

There are more people approaching retirement than there are at the beginning of their working lives and skills shortages are becoming acute in many sectors of business. As the workforce gets older, competition is intensifying for the best and most experienced staff.

There are fewer school-leavers and the expectation is that it will become more difficult to fill vacancies with workers from outside the UK. The

traditional approach to building a workforce by hiring younger workers is no longer sustainable because the numbers are simply not there.

By contrast, people are working into their 60s and 70s, retraining and starting new careers in mid-life and even coming out of retirement. Yet even though companies are hiring more older workers, they remain an underexploited asset. Raising UK employment rates for 55 to 64 year olds to similar levels as Sweden or New Zealand would increase the UK workforce by more than 3 per cent or one million people.

The challenge for employers is to attract the skills and talent they need, and to create a workforce culture that supports people of all ages.

But too few organisations, whether in the public or private sectors, have fully embraced the implications of this profound demographic change. Many are not in a position to take advantage of the opportunities this change presents, nor are they prepared to mitigate the possible impact on their business models.

Recruitment and HR processes generally are still geared towards hiring younger workers and promoting them as they gain experience through knowledge and training. Too often, hiring older workers is seen as a last resort if younger people don't apply for a role, a stopgap measure. A consequence might be that older workers are denied access to training for technology-based employment, for example, because line managers feel it does not represent a worthwhile investment.

Five key steps to becoming age-friendly employers

- 01** Offer more kinds of flexible working and help people know their options
- 02** Actively target candidates of all ages and cut out age bias in recruitment processes
- 03** Ensure everyone has the health support they need
- 04** Provide opportunities for all employees to develop their careers, and plan for the future at mid-life and beyond
- 05** Equip HR professionals and managers to promote an age-positive culture, and support interaction across all ages

"A key hurdle is dispelling myths and changing mindsets," says Andy Briggs, former chief executive of UK insurance at Aviva, who champions the recruitment of older workers. "At Aviva, we provided training for line managers on the importance of having career conversations with people of all ages, as well as sharing statistics to challenge the assumption that older workers are less productive or engaged."

The new workforce dynamics require companies to hire and train older workers, particularly for technology-based employment. This challenges conventional thinking around workplace hierarchy and training. It requires making adjustments at work to ensure older employees can work to their best ability, making the fullest contribution as valued colleagues. It means adopting positive policies designed to ensure discrimination on the basis of age does not take place.

This isn't just about doing the right thing or political correctness. There is strong evidence that hiring older workers is also good for business. Employers report that older workers are reliable and conscientious. They contribute valuable business experience and knowledge of their sector. They are often better placed to manage themselves and others in the workplace, compared with younger colleagues.

Older workers transfer vital knowledge and skills, a key benefit of an age-diverse workforce. Age-diversity can help solve complex problems by bringing together a mix of ideas, skills, strengths and experiences. And it is often overlooked that older workers can be a better match with service users and customers, who are also getting older.

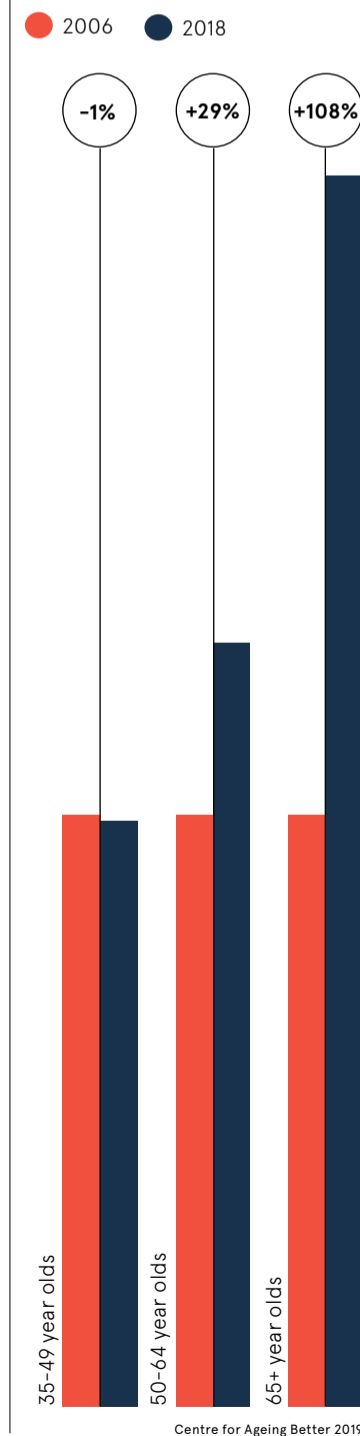
According to the Centre for Ageing Better, which campaigns for fairness for older people, there are simple ways for employers to become more age friendly. "The steps needed are clear," says the chief executive Anna Dixon. "Firstly, make flexible working the default for every job, so it's easier for people with health problems or caring responsibilities to remain in work. Ensure training and progression opportunities are open to people of all ages, including those later in their careers.

"And tackle ageism, particularly in recruitment, where many older workers perceive a disadvantage."

Age is usually absent from discussions about the UK's

competitiveness. The reality is that until workplace culture accepts that change is needed to welcome employees of all ages, firms are going to struggle through skills shortages, poor retention rates and lack of employee engagement. The key to a prosperous corporate future is investing in workers with a past. ●

PERCENTAGE CHANGE IN NUMBER OF WORKERS BY AGE GROUP



fabio neo amato/Unsplash

RESPONSIBILITY

Is HR doing too much?

As recognition of the importance of human resources grows, is HR taking on too much?

Peter Crush

No

Jane Brydon, HR director of Heineken UK

Let's be honest. The world of HR, and specifically the role of HR, has been changing for some time now. Is HR about people? Yes, absolutely, but today it's so much more. HR's role has necessarily expanded because the purpose of organisations has widened.

HR is no longer just about policy-making, but about advising leaders on the role companies play in society; about how they create cultures where they encourage their people, from all backgrounds, to bring their whole self to work.

Some might say we're creating new labels, such as diversity or inclusion, as some sort of badge to promote ourselves, but how is this doing too much when you're working towards creating cultures that drive performance?

Crucially, HR isn't moving into the soft stuff. This is the hard stuff. Expectations from all stakeholders are changing. Looking at what infrastructures we need to support our people isn't HR creep, but HR essential. You can set all the standard key performance indicators around hiring and retention, but they won't mean anything without having a culture and the right leadership behaviours in place that support it.

At Heineken, we talk about so many things, such as the importance of sleep and good mental health as the building blocks of creating a great at-work culture. We run

diversity and ambassador networks, open to all; female representation at senior levels grew to 20 per cent between 2017 and 2018, up from 12 per cent in 2011, and our ambition is to hit 25 per cent by 2020.

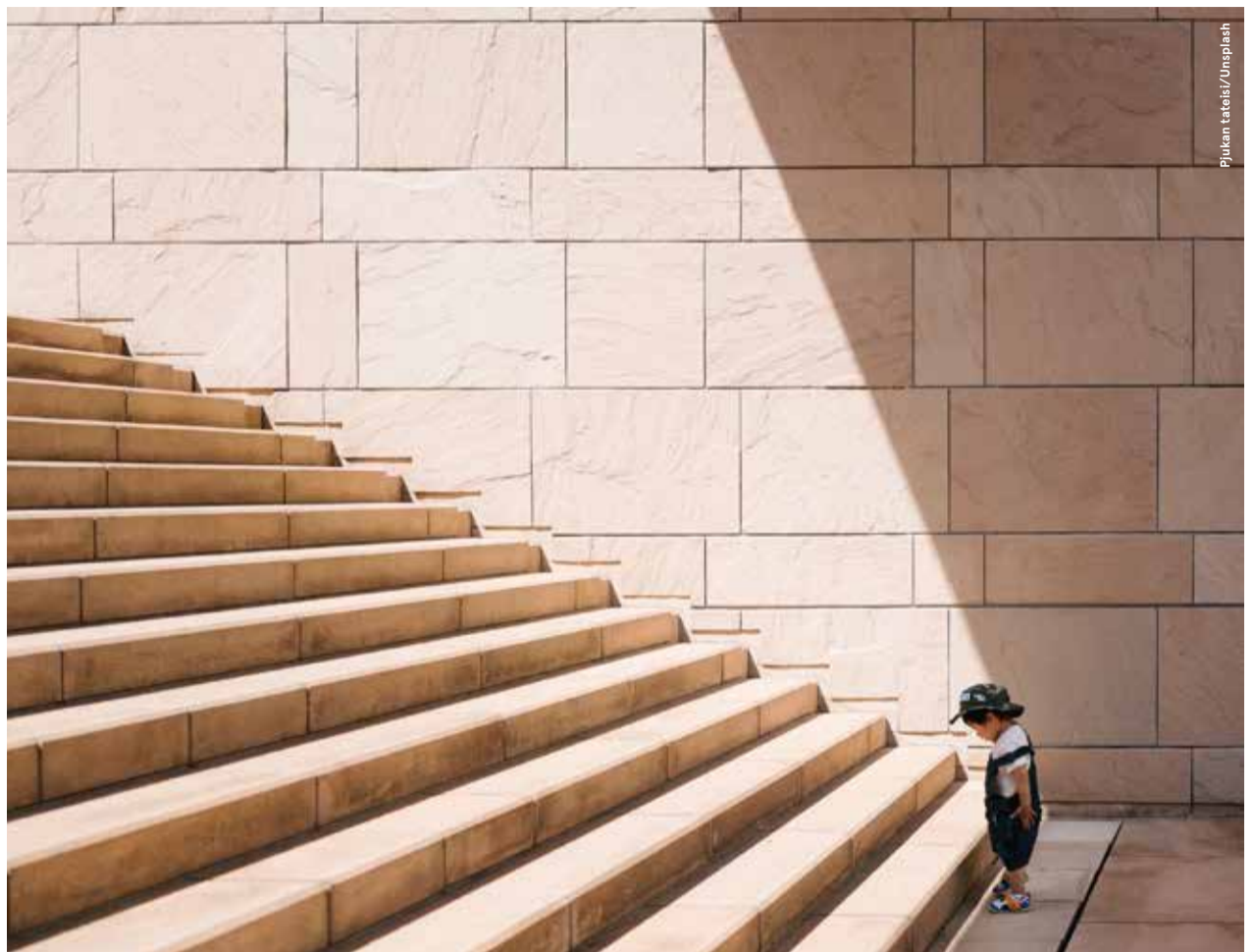
We also run training for leaders about how they can be "present". We involve employees when making change that impacts them. This is what I call real transformation of HR, not HR sitting in a darkened room.

It's easy to try and put HR functions into buckets and say they're now trying to do too much, but ultimately, nowadays, you can't think in silos; they all interact. The role of HR is actually to ensure they educate leaders and managers about understanding these connections too.

Is it a challenge for HR juggling more elements? Maybe. But I'm not convinced it's any harder. They've not got any harder individually; it's more how they come together. The agenda hasn't changed, just the context in which we do our work.

So, I don't believe we're really over expanding our role. The role of HR is essentially the same, to hire, develop, retain and move on the best possible people. Perhaps it's easiest explained like this: our actual hiring strategy hasn't changed at all in the last five years; the objective is still to get the very best talent. But how to stay successful to meet those objectives has changed massively. It's just that the world in which we operate has become more complex.

The real role of HR is to adapt; our role is to respond to new challenges and so this means having to think differently about new topics. If the environment you work in changes, we as HR professionals simply need to work differently. If that's seen as taking on too much, that's fine with me. I wouldn't want it any different.



Yes

Claudia Bartram, head of organisational development and HR at Look Ahead

I've worked in the profession for 22 years and in this time have seen the role of HR expand from pretty much

the three narrow areas of recruitment, payroll and disciplinary management to everything from change management, health and wellbeing, engagement, diversity and inclusion, and so much more.

While this isn't necessarily a bad thing – one of the real benefits is that I feel HR now acts far less like it "processes" people – I do think there is an argument for at least looking at what this means for the discipline.

These days HR has to be good at so many disciplines, but I don't think many HR professionals are or can be. It's incredibly hard to be excellent – for excellence is what is ultimately expected – in all areas and there are areas within HR, such as reward, that are arguably specialisms in their own right and which need their own expert head of department.

I do believe HR should be looking to be better at a tighter number of core areas, including disciplinarys and redundancies (they still happen), learning and development, and recruitment.

The latter two have both changed enormously in recent years, both from a technology and deployment point of view, and they require a much greater level of technical proficiency, whether it's creating smoother online engagement strategies or having better experiences for applicants. Learning and development too is a discipline that needs to be delivered in much more inventive and innovative ways.

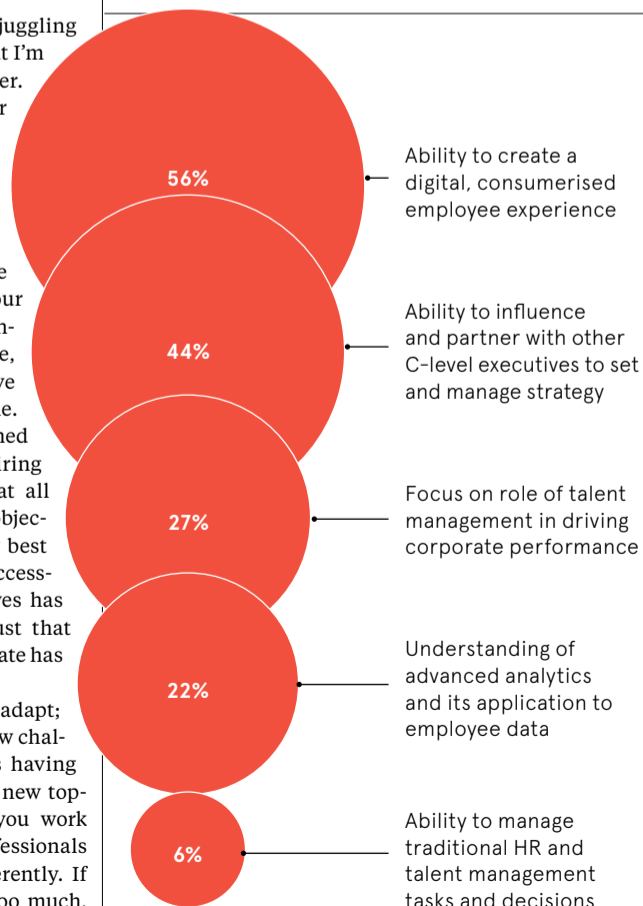
I understand board members might well expect HR to have a broader remit, to be able to contribute at the top table. But I also feel there is sense in mastering the key areas that matter, and speaking expertly on these, rather than very broadly and not very well about lots of things.

While technology is helpful, and some might say it gives HR the ability to be better and more expert at these new demands faster, I'm less convinced. Yes, it creates great data, but I don't yet think it's there when it comes to making HR more "human". Artificial intelligence and chatbots are fine when it comes to helping to answer common questions, but there's a lot about HR that still requires a human perspective and human judgment.

The benefit of being in HR for some time is that it gives you experience of knowing exactly what's the latest buzzword or trend, or what works and what doesn't. With the benefit of experience you have the confidence of knowing what three or four key HR areas really matter at any one time and really make a difference. You can edit back without being sucked into thinking you have to do everything.

I sense it's tough for the new crop of HR professionals; these are people who will be expected to deliver on a much wider remit than used to be the case, which can probably feel overwhelming if they don't have experience and a generalist background to draw on. ●

WHICH OF THE FOLLOWING CAPABILITIES AND CHARACTERISTICS WILL BEST DEFINE THE CHRO ROLE IN THREE YEARS?



Service Now 2018

“
Is it a challenge for HR juggling more elements? Maybe. But I'm not convinced it's any harder

Q&A

A question of teaching digital HR

The Academy to Innovate HR (AIHR) is the world's leading provider of tuition in people analytics and digital human resources

The AIHR founders Nando Steenhuis and Erik van Vulpen were both 25 years old when they started the company three years ago, so they are digital natives themselves. They now reach more than 200,000 HR professionals around the world every month and educate them on digital and data. Mr van Vulpen answers questions about the skills gap in HR and what action organisations can take to fix it.

Q Is there a skills gap in HR?

A Absolutely. Earlier this week I was in a call with an HR director who has a staff of 550 people of which twenty have technical skills. He needs to quadruple this to at least 80 people with technical skills in the next two years. That is pretty typical. Over time the need for HR professionals to have technical skills will keep growing. Many companies will struggle to find the people they need.

Q How can you help solve this problem?

A We founded AIHR in 2016 because of this skills gap. We started writing about topics like people analytics and digital HR on our blog called analyticsinhr.com. We believe in free knowledge-sharing, as that will push HR forward. Our readers started asking us for courses about people analytics and digital HR. We decided to create educational courses and the rest is history. We're now the largest online educator in people analytics and digital HR in the world.

Q What sets you apart from the rest?

A I think the attraction of our content and courses is their depth and practicality. No one is covering topics like the future of work, digital HR strategy and people analytics in so much detail, making it so practical, while also making it so accessible. Our courses teach HR practitioners skills they can apply at work the next day. We do this by working with the best subject matter experts from all over the world. They are practitioners themselves, so they know the ropes. Also, we are digital natives and believe in the power of technology to change the lives of employees. Our customers like us because we provide high-quality, innovative and practical education. Do you want to learn digital skills and the future of work from an old corporate dinosaur or from digital natives? Obviously the latter. That's how we've been able to grow so quickly.

Q How important is data-driven HR?

A Data-driven organisations outperform on various financial metrics such as profit margins and return on assets. According to McKinsey, digital transformation has risen to the top of chief executives' strategic plans. As an HR professional, you need to understand this process and be able to ask the relevant questions to ensure this transformation will be a success. But there is more to it. A transformation isn't something you do in a year. You cannot add



a full-time equivalent [hours worked by one employee on a full-time basis] to your payroll for a year to implement it. It's an ongoing process and it needs to be managed by people who understand the process and see how technology can be leveraged for more efficient and effective HR policies.

Q Who are your biggest clients?

A We supply 175 of the Fortune 500 companies, including Nike, EY, UBS, Philips, McKinsey and Tata. The United States is our biggest market, then Europe. We are expanding across Asia

and the Middle East too. We now have learners in more than 60 countries.

Q Who enrolls?

A The interest is astronomical. We currently draw 200,000 visitors a month to our websites. The typical age is 30 to 50. Most of our courses don't require any specific technical or mathematical background. Naturally, you need to be in an HR role to apply the knowledge but you don't need the technical skills. That is what we teach; we start with the very basics.

Q What courses do you offer?

A We offer different courses and programmes. Popular programmes include the People Analytics Certification Programme and Digital HR Certification Programme. Individual courses include Digital Transformation, HR Analytics Leader Course or the People Analytics for HR Business Partners course.

Q There is an 'all you can learn' option. Is this popular?

A It is our most popular option. You get unlimited access for 18 months. From a user perspective, it makes sense, as when people complete one course they are eager to learn more. We also see companies such as the ones I mentioned earlier buying tuition for entire departments. Our portal can be incorporated into almost all corporate learning management systems, so employees can connect from within their own company portal.

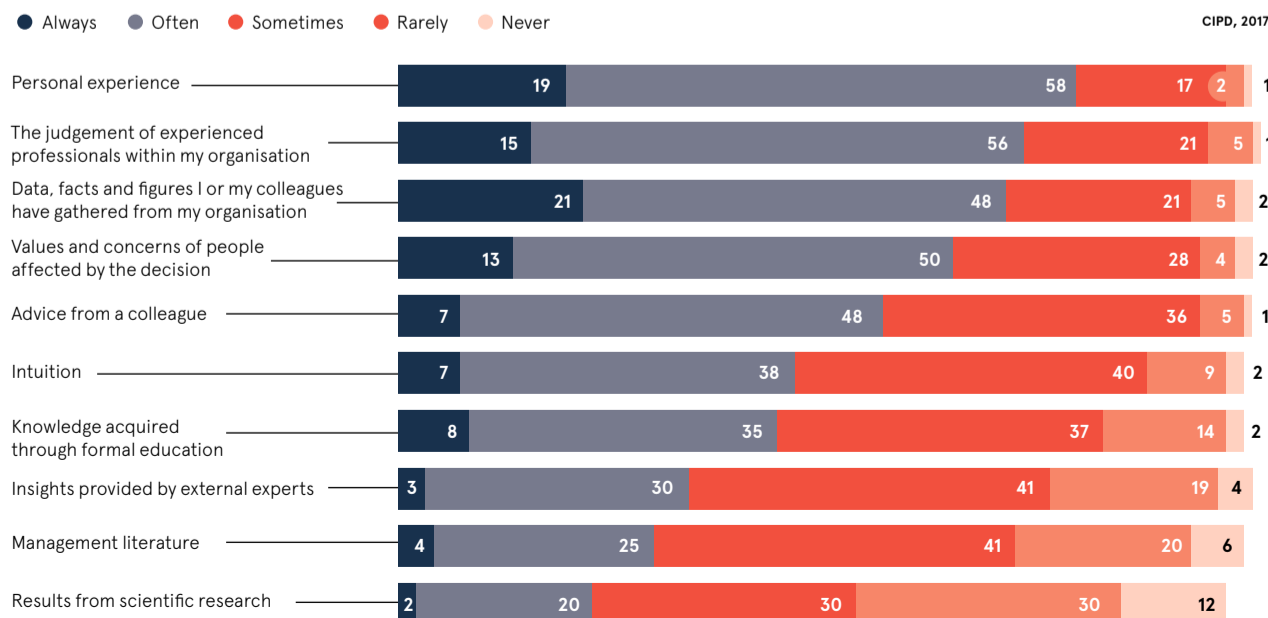
Q Do students miss classroom interaction?

A We offer a community for students to interact online. It's extremely popular. Students can ask questions and get answers from fellow HR professionals from across the world. The instructors participate too. This means that if you have a problem at work, you can get input from our HR practitioner community. This is incredibly useful. We also have a personal coach. This person will always be there for you to answer any questions, help you design your own personal learning path and motivate you to keep going.

Q What is the future for AIHR?

A We want to raise the technical competence of the entire HR industry. It is obvious that HR professionals who can implement and harness data are the ones who will lead the industry and bring significant value to their organisations. We will ensure everyone has a chance to succeed, even those who don't have technical skills or can't use tools like Excel. Our online courses are the fastest way to learn. Any HR professional can enrol and improve. At the Academy to Innovate HR, it is our mission to make HR future-proof by offering world-class online education programmes available anywhere, anytime.

HOW FREQUENTLY DO YOU USE THESE TYPES OF EVIDENCE TO INFORM BUSINESS DECISIONS? (%)



To learn more or enrol please visit AIHR.com





Emily Hill

The term “neurodiversity” has come of age. First coined in 1998 by Australian sociologist Judy Singer, who is herself autistic, it now represents a key priority for the most dynamic and forward-thinking human resources and C-suite executives, as well as a talent pool that remains largely untapped.

“Neurodiversity in the workplace has only relatively recently become an area of focus for HR professionals,” says Shaun Hogan, senior associate at Stevens & Bolton. “It needs to be at the forefront of their agenda given that those who are neurodivergent may qualify as suffering from a disability under the Equality Act 2010, which is often overlooked.”

Professional services giant EY is consciously pursuing a policy of neurodiverse recruitment. “There are three key benefits for our business,” says Justine Campbell, EY’s managing partner for talent. “First, the future depends on our ability to innovate and this requires us to recognise and harness diverse perspectives. Second, our clients and communities are diverse and expect us to understand their needs and to represent them in our workforce.

“And third, our own analysis, as well as many public studies, demonstrate that diverse and inclusive organisations achieve greater margins, profitability and customer satisfaction, and enjoy increased employee engagement and retention.”

EY is leading the way when it comes to neurodiversity in the workplace,

but it is not alone. Software giant SAP and advertising firm Ogilvy are both making strides to improve staff neurodiversity.

For instance, SAP has created and invested heavily in an autism programme by restructuring its hiring process to encourage neurodiverse recruitment. By taking neurodiversity seriously, it has not only strengthened the position of its brand to future talent, but has also

“**I am always struck with the raw authenticity they bring to our teams and customer relationships**”

helped improve productivity, creativity and efficiency. Its neurodiverse employees currently occupy roles in 20 different business areas, including engineering, research and development, HR, data protection and customer support.

“This really is creating an impact on the full business, rather than simply a small pocket of teams,” says Brian Duffy, president Europe, Middle East and Africa North, and

executive sponsor for diversity and inclusion at SAP. “With neurodiverse employees in particular, I am always struck with the raw authenticity they bring to our teams and customer relationships; they interpret and present ideas with such clarity, which as a business leader is extremely refreshing.”

Neurodiversity in the workplace is not something SAP has incorporated simply as a matter of equality and inclusion; it’s something that’s helpful to its business.

“When you also look at some of the more typical traits which come with those individuals who are on the spectrum, such as having strong visual learning skills with an ability to recognise patterns, then attention to detail, concentration and perseverance over long periods, as well as high diligence and low tolerance for mistakes, are just some of the skills you can expect to gain from expanding your talent pool in this way,” says Mr Duffy.

Both EY and SAP credit Specialisterne, a specialist consultancy that recruits and supports talented people with autism and Asperger syndrome, for helping them develop a more neurodiverse recruitment process.

To embrace neurodiversity is to appreciate how minds that think differently might have insights that simply don’t occur to the rest of the workforce.

“The ad industry in particular is often perceived as an industry where only those who exhibit extroverted, dominant personality traits can succeed,” explains Helen

NEURODIVERSITY

The business case for neurodiversity

Embracing a neurodiverse talent pool is about more than equality and inclusion, it’s actually best for business

Matthews, chief people officer at Ogilvy UK. “However, the beauty of creativity is that the next best idea can come from anyone, anywhere and we need to actively celebrate that by giving more people the opportunity to be part of it.”

“There is a huge amount of benefit in hiring diverse talent, especially in a creative industry where we are always in need of new points of view, perspectives and thinking to bring to life that next big idea.”

Of course, incorporating neurodiversity in the workplace as a deliberate HR strategy has its challenges. Aliya Vigor-Robertson, co-founder of JourneyHR, points to statistics that show only 16 per cent of people in the UK with autism are in employment. “Although it’s well known they’re more likely to have key skills employers value, such as being detail oriented with strong analytical skills,” she says, adding that these very skills will become even more sought after as technology becomes more dominant in the workplace.

It is crucial HR professionals are educated about the issues neurodiverse people face in the UK. For instance, people with dyslexia might submit CVs with spelling errors. “This doesn’t mean they should be ruled out of the running for a role that has less emphasis on writing,” says Ms Vigor-Robertson.

Also, it’s important to ensure the specific needs of neurodiverse employees are taken into consideration. “We have to rethink traditional hiring methods and we have

to keep iterating our workplace to get the best out of every single one of our people,” says Ms Matthews. “Not everyone can interview the same way, not everyone works the same way, so we continue to question ourselves, instead of holding everyone to a cookie-cutter standard.”

Talent management teams need to continue collaborating and listening. Assuming what people want and need from their experiences at work is a flawed approach, she insists. “Instead, it’s about co-designing policies and practices, coming from a place of openness.”

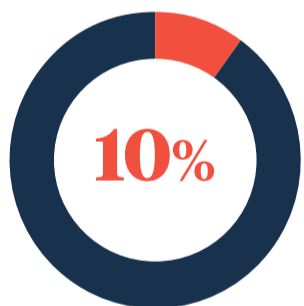
These are steps all organisations can take. “Quite simply, when our Autism at Work programme launched in 2013 in North America, we believed it was the right thing to do,” Mr Duffy recalls of SAP’s initial emphasis on neurodiversity.

“But since that point, it has now placed over 155 people with autism in 26 different roles in 13 countries. They are making valuable additions to SAP’s workforce, as well as having an extremely positive effect on employees and managers, a result we hoped for. But we never expected the level of return on investment we have. We have seen many employees come forward and self-disclose their autism as a result of the programme, and we have a 90 per cent retention rate globally for people with autism.”

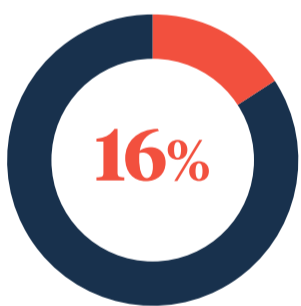
When it comes to neurodiversity in the workplace, it’s clear that bold thinking at the top achieves tangible results. ●

NEURODIVERSITY AND EMPLOYMENT

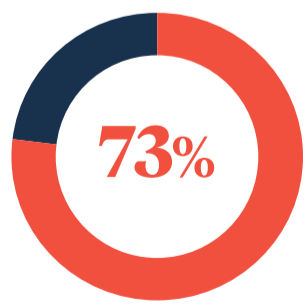
The prevalence, and challenges, of neurodiversity



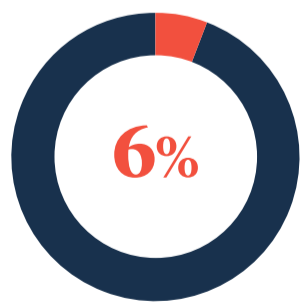
of the population is neurodivergent



of autistic adults in the UK are in full-time employment



of unemployed autistic people say they want to work



likelihood of people with learning disabilities achieving paid employment in their lifetime

CIPD, “Neurodiversity at work” 2018

CEOs need to find their voice

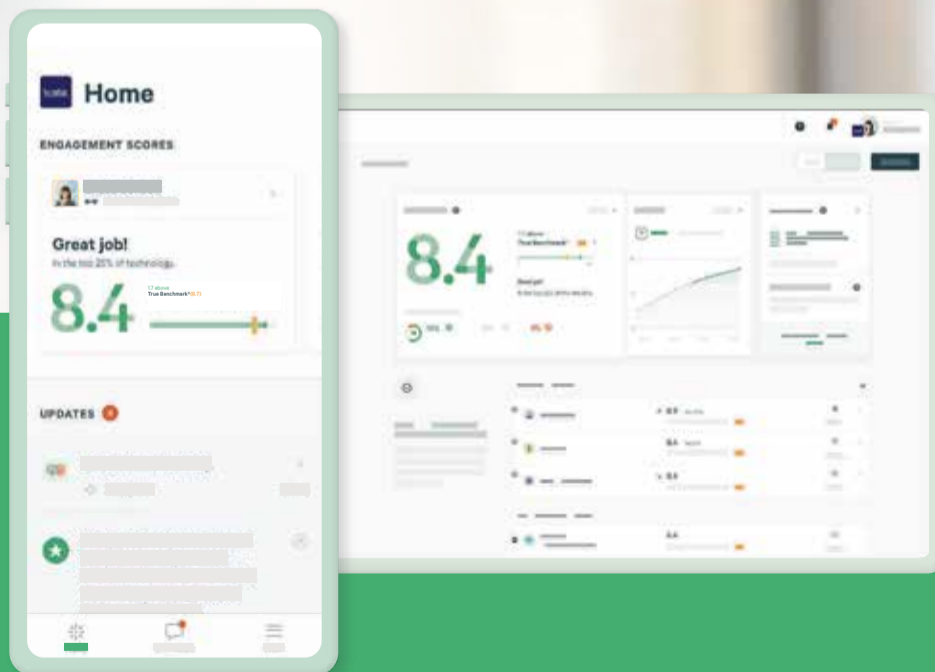
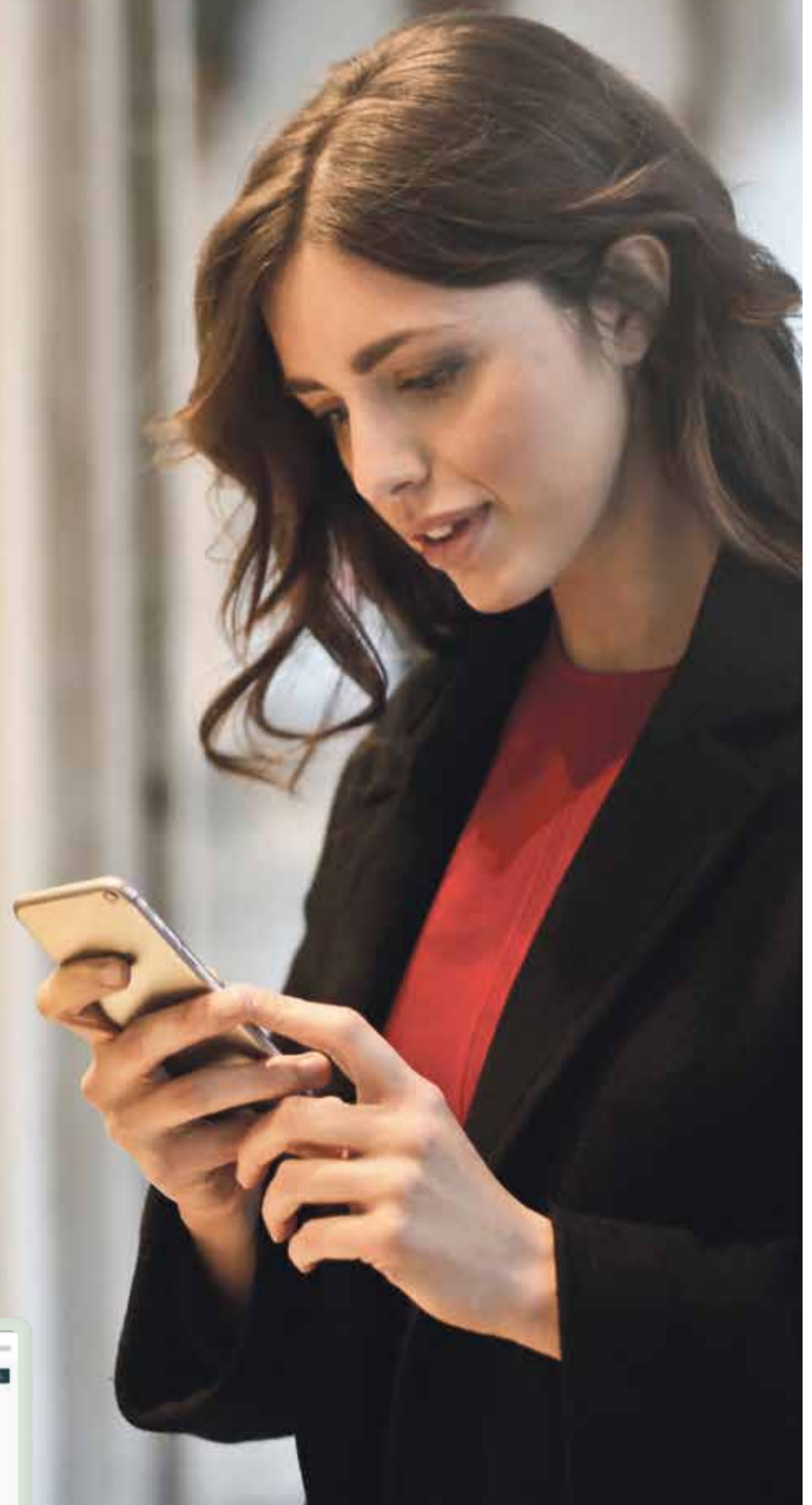
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James Beechinor-Collins
Chief Digital Officer, Text100