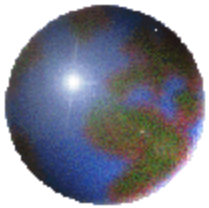


# Leveraging HR Technology to Build the 21st Century Public Service

2018 Global Public HR Conference

Neil Reichenberg

Executive Director

International Public Management Association for Human Resources

# Outline

- State of HR Management
- Building the 21st Century Public Service
- Impact of Technology
- Digital Transformation
- How HR Is Leveraging Technology

# International Public Management Association for Human Resources

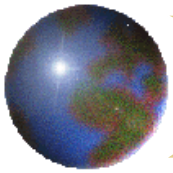
- Public sector focused human resources association headquartered in Alexandria, VA USA
- In existence for 112 years
- Almost 10,000 members
- Develop innovative solutions and practical resources for public sector HR professionals:
  - Research
  - Publications
  - Professional Development
  - Certification
  - Assessment

# State of Human Resource Management

- Great time to be working in HR
  - Time of rapid change fueled by technology that is changing jobs & how, where & when work is performed
  - 65% of CEOs said people skills will have strong impact on their organizations (IBM Institute for Business Value)
  - The authors of the book "Talent Wins" state that "talent, even more than strategy is what creates value"

# State of Human Resource Management

- Despite the emphasis on the crucial role that talent plays in organizations, there remains a negative perception of human resource departments
- HR is still viewed as playing more of a transactional rather than strategic role



HBR.ORG

# Harvard Business Review

JULY–AUGUST 2015

106 The HBR Interview
Sony's Michael Lynton on the Hacking Debacle

38 The Big Idea
Intel's Employer-Led Health Care Revolution
Patricia A. McDonald et al.

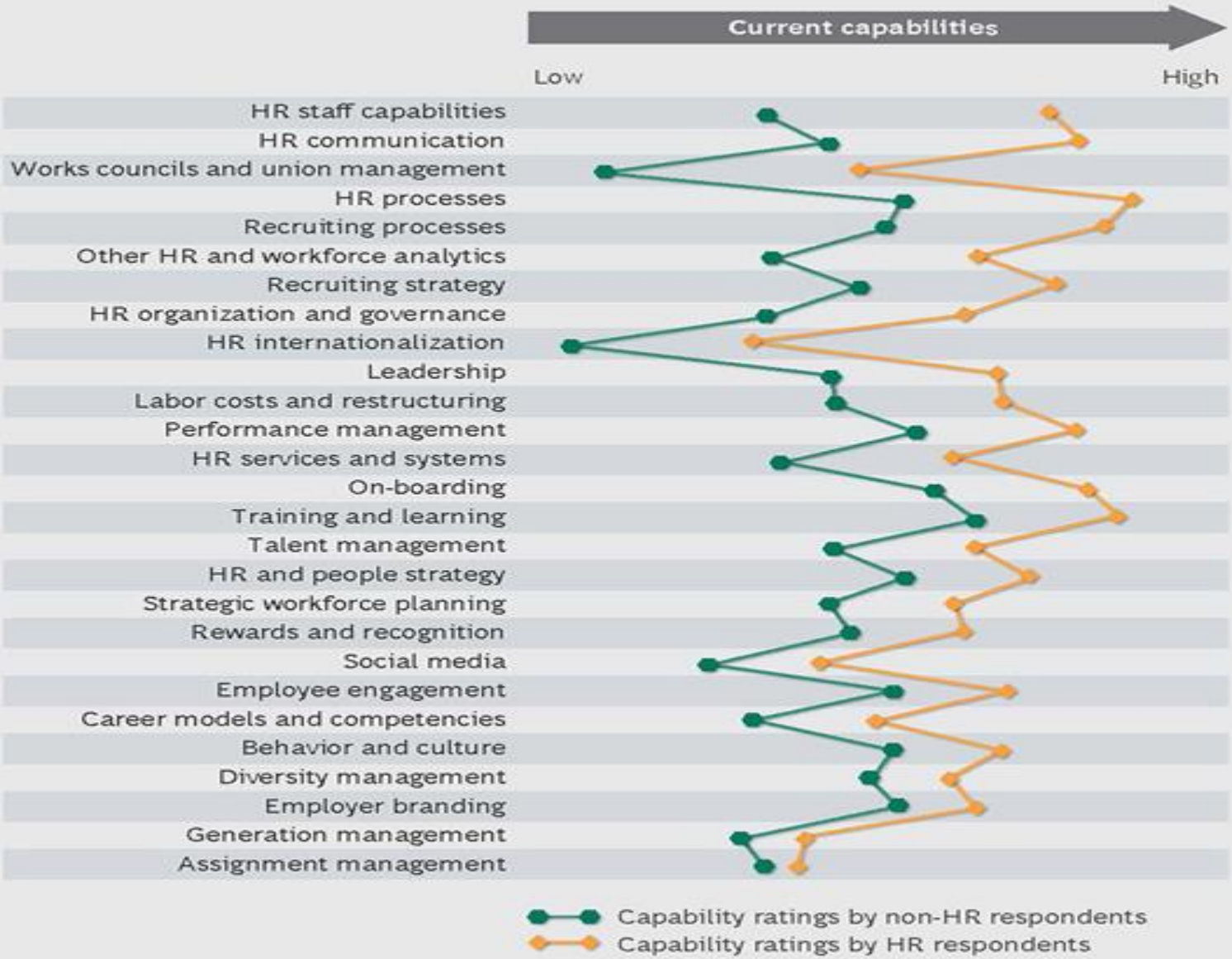
118 Managing Yourself
Job Search: Ace the Assessment
Tomas Chamorro-Premuzic

## IT'S TIME TO BLOW UP HR AND BUILD SOMETHING NEW.

## HERE'S HOW

PAGE 53

## EXHIBIT 5 | HR Respondents Report Higher Capabilities Than Non-HR Respondents Across All Subtopics




**Source:** 2014 BCG and WFPMA proprietary Web survey and analysis.
**Note:** There were 2,909 HR respondents and 331 non-HR respondents.

IPMA-HR HR2020 Task Force
September 2016

# HR 2020

## Shifting Perspectives:
## A Vision for Public Sector HR

IPMA-HR
INTERNATIONAL PUBLIC MANAGEMENT ASSOCIATION for HUMAN RESOURCES

# HR 2020 Shifting Perspectives: A Vision for Public Sector HR

- The report is intended as a practical guide for public sector HR professionals
- The report identifies 3 lenses – Business Acumen, Innovation, Strategic Orientation through which HR strategies should be viewed
- 5 focus areas included – Leadership, Culture, Talent, Communications, & Technology
- Website established to share resources & tools – https://www.ipma-hr.org/stay-informed/research-and-reports/hr-2020-shifting-perspectives
- Free Online assessments are available

# Building the 21st Century Public Service

- "Building a Public Service for the 21st Century" report by the National Academy for Public Administration in the US found:
  - Governments need to shift from focusing on rules & compliance to performance & learning
  - Most important challenge is investing in & improving the performance of civil servants

# Building the 21st Century Public Service

- Governments need to:
  - Identify the talent needed to keep pace with the changing nature of work
  - Apply fast, flexible hiring processes
  - Develop reskilling/upskilling strategies to help existing workers adapt
  - Implement shared services strategies, rotational programs, mentoring programs, & talent trading including with the private sector

# Building the 21st Century Public Service

- Human resource professionals should be integral to leadership teams & operate as business partners to operating managers
- The report concludes:
  - "To govern effectively, government must have the capacity to govern. The bedrock of that capacity is its workforce."

# Impact of Technology

- 2017 McKinsey Global Institute report predicted that by 2030 globally:
  - 400 – 800 million individuals could be displaced by automation & need to find new jobs
  - 6.6 million employees could be displaced in Korea
  - Up to 100 million in China/1/3 of the US & German workforces/1/2 of the workforce in Japan
  - Employment in some occupations may not decline, but workers will be performing new tasks

# Impact of Technology

- US Office of Personnel Management estimates that 45% of all government workforce activities could be automated
  - While some occupations will see an employment decline other areas such as cybersecurity will have increased demand, but not enough supply of workers
- Critical challenge for government will be providing job retraining/reskilling of those in government to transform them into the workforce of the future

# Digital Transformation

- "Journey to Digital Transformation" study issued by Deloitte & based on survey of more than 1,200 government officials in 70 countries found that:
  - Workforce and skills are the most challenging area for digital transformation
  - Hiring the right talent may require utilizing new recruitment sources, internships/fellowships & hiring for short-term teams & assignments
  - Identifying skills gaps & investing in current staff is a needed first step

# Digital Transformation

- 2018 Federal Workforce Priorities Report issued by the US Office of Personnel Management (OPM) recommended preparing for the future by:
  - Developing soft skills in the workforce – long-term shift away from menial/simple labor to more complex/creative labor
  - Positioning the organization for flexibility/adaptability – management systems need to be established to support the adoption of new technologies & updating talent strategies for evolving skills needs

# Digital Transformation

- Culture must support digital transformation that recognizes activities performed by employees & the way they interact with customers and colleagues will shift and includes:
  - Nurturing innovation
  - Fostering collaborative work environments
  - Supporting risk taking

# Digital Transformation

- Technology can result in a blurring of work & personal time
- Employers need to be concerned with work-life balance & maintaining the emotional/physical health of employees
  - US study estimates that workplace stress accounts for up to $190 billion US annually in healthcare costs

# Harvard Business Review Report on HR Functions Utilizing Technology

- Workforce administration (payroll, benefits)
- Assessment & performance management
- Recruitment
- Learning & development
- Employee engagement & retention
- Talent management
- Work-life solutions (flexible work schedules)
- Workforce & succession planning

# Harvard Business Review Report on HR Functions Utilizing Technology

- Report found a gap between importance & effectiveness in the use of technology
  - 70% said employee self-service portals, dashboards & online learning are important, but only 23% report using it effectively
  - 68% said data and predictive analytics are important, but only 13% said it was being utilized effectively

# How HR Is Leveraging Technology

- IPMA-HR conducted a study in 2018 on HR Analytics that found 70% of respondents are collecting HR metrics
  - Over half report using data analysis to improve HR strategy and support
  - The most common improvement cited was better communication with senior leadership, with almost 70% believing that reporting on HR analytics affected HR's strategic influence either somewhat or to a great deal
  - However, only 20% reported that their organizations provide training for data collection analysis

# Conclusion

- The HR 2020 report states:
  - The HR profession exists in a rapidly evolving world; volatile economies, environmental impacts, rapid changes in technology, and the changing needs of the workforce require HR professionals to think differently about how to shape the organizations that deliver services to citizens

# Thank You!

- For additional information, please contact:
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