

White Paper

Integrated HR Business intelligence



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Summary



New contexts, new challenges

Page 3



A revolution: convergence

Page 4



HR chains of content,
great potential for corporate services

Page 6



An HRIS that meets today's challenges

Page 12



New contexts, new challenges

Economic pressure, demographic transformations, changes in mentalities, increasingly harsh regulatory constraints, technological innovations etc., the internal and external corporate environment is influencing the transformation of Human Resources. New challenges place people management at the centre of corporate strategy.

Companies are subject to economic globalisation and pressure to obtain short term results. Companies also have to deal with major demographic transformations. In response, the challenge for HR departments is to propose cost-effective policies and to raise their profile, whilst at the same time demonstrating the profitability of their initiatives and their participation in the company's performance. Human Resources management teams must deploy new policies to attract, retain talent – rarer and more expensive – and to develop the employability of employees throughout a now extended working life.

At the same time, employees' mindsets have changed profoundly. In particular, the mindset of the younger generation who consider the company as a milestone in their career and no longer hesitate to change employer to achieve their goals in terms of professional development. Loyalty is no longer a core value for employees and their expectations of the company have grown considerably.

The employer/employee relationship must now be based on a win/win contract. In this context, Human Resources departments must offer new flexible mechanisms which are increasingly individualised and adapted to each generation in order to hold onto the best talent.

As for technological innovations, these have now changed camp. Once seen as the prerogative of companies, they are now far more widespread in application for the general public. Nowadays, personal computer equipment is often more powerful than equipment used in the workplace. Employees are

becoming more demanding when it comes to technologies, for example, to access collaborative applications or to work remotely with the same facilities and options as if they were physically present at their workplace. The company must adapt its IT system and equipment to follow this trend and make it possible for employees to access the same level of technology as they have at home. e-HR tools must also follow this trend and make it possible for employees to access their own personal information anywhere, at any time. Due to technological advances and the products on offer within this field, Human Resources departments today have a whole host of technological tools with which they can easily deploy and support their HR policies.

To give concrete responses to these major challenges, the Human Resources function must play the role of strategic partner when it comes to adapting the company to an increasingly complex organisational format, and steering HR policy, as well as assuming the role of leader when it comes to transformations, to steer performance management and retain the best employees. Above all, however, HR must position itself as an expert in order to bring HR business intelligence to all the people involved in the deployment of HR policy within the company. It must also select the tools that enable it to enter into a financial logic by integrating all the costs inherent in the function, according to the roles played by different operators: training, employee file, wage slip, recruitment, etc. It must also prove and quantify for General Management, the economic impacts of the initiatives implemented.



A revolution: convergence

Nowadays, information systems can no longer be content with being simple management tools incorporating processes and management tools. They must offer a global solution, including HR business intelligence, and must help Human Resources departments to respond to these challenges.

Human Resources departments increasingly need to manage multiple sources of content, vital for them to do their job i.e. on-line training content, legal information, wage studies, assessment tests, contractual regulations, industry news etc. At the moment, however, most HR departments have HRIS that are not connected up to these business information flows. Giving consideration to these contents, by direct interaction with the HRIS, has proved to be indispensable, even critical, for the implementation and deployment of corporate HR policy.

To supply the right information at the right time, this is the challenge for the "intelligent" HRIS which can be enhanced by integrating the expert contents that are the lifeblood of Human Resources departments. This is what is called the "merging of container and content". The HRIS is no longer a closed system. It becomes a comprehensive product at the service of

Human Resources management, in interaction with the world outside the company.

This trend is not new. It can be encountered every day in services supplied to the general public i.e. mobile phones, television, Internet portals etc.. Major local and international suppliers of portals and services launched this concept a very long time ago. We only have to look back to the takeover of Time Warner by AOL, the first major operation to supply Internet users with the best content (films, music etc.), all with total transparency for the user. Every day, mobile phone operators provide access to additional services, and Internet portals supply music or information (news, weather, etc.). As for cable operators, they offer cable television programmes to suit different viewers. There are lots of benefits for users i.e. a single supplier for multiple services, the best additional services ready selected etc.



This convergence has become a natural daily occurrence. The combination of container and content does, however, constitute a major transformation in terms of practice, made possible due to recent technological advances. Transposition to the world of work seems quite logical. In the world of Human Resources, however, integration between the information system and "chains of content" constitutes a major revolution.



HR chains of content, great potential for corporate services

Chains of content can help companies to enhance their vision and decisions in terms of Human Resources, by offering pre-selected expert information and tools built into the HRIS. Chains of content play the role of partners to HRD's in facilitating implementation of their Human Resource strategies and making it possible to measure the performance of company employees and managers.

A contents service adapted to suit every player

Questions relating to the life and staff management in a company are innumerable. From HR experts to employees, via managers, all have quite separated, yet vital, needs. It is up to the Human Resources department to offer solutions to meet every type of need. Whatever the subject is, chains of content supply a cutting-edge expert service that is real-time and scalable.

HR experts may need to go onto on-line employment sites to automatically download the most interesting applications into their C.V. bank. They regularly need to access HR knowledge centres, benchmarks or research systems. They also need on-line advice services for the most complex problems and for legal aspects. In terms of international mobility, HR experts must be able to calculate the cost of expatriation prior to sending an employee to another country. They

need, therefore, to access resources relating to the cost of living in different countries and to automatically integrate these costs into the HRIS for calculations and simulations. In terms of wages, the incorporation of wage benchmarks makes it possible to compare the wages of company employees with market practices, and there are many more examples. Chains of content bring added value to HR experts in all Human Resource management fields and processes.

Chain selection can be one way of applying corporate HR policy i.e. by offering an on-line catalogue; the HR expert directs the future choices of managers and employees from a more strategic angle. We can also imagine that, depending on the chains selected, access would be given in consideration of future missions and career developments planned both at

managerial and employee level. Managers, increasingly involved in the deployment of HR policy, can rely on chains of content to gain HR expertise. They can also benefit from on-line assessment tests, e-Learning training and e-Coaching. The options offered may constitute an entirely separate management component and may serve to strengthen the managerial function.

As for employees, they have the best self-assessment tools and e-Learning content available to support constant improvement of their skills. They may, however, also access personal services such as: travel services, various financial services, systems to calculate their future pension etc., as well as services which aim to improve their daily life and, therefore, their satisfaction with their working life.

Content provider



Focus on on-line assessments

Skills assessment is at the core of all stages of talent development. Intrinsic personal qualities make a difference, both in individual development and in corporate efficiency. The ability to work in a team, good communication skills, capacity for customer

service, etc. Behavioural skills are what set two candidates apart on hiring or when it comes to progressing within the company. But how can these human qualities be measured?

On-line assessments: key indicators...

Behavioural skills and personality tests have been used for over 30 years by recruiters and the methodology is proven. The on-line assessment market only emerged 5 years ago but since then it has grown sharply by between 15 and 20 % a year. The product has reached maturity, i.e. 80% of large companies use assessment tests and, among these, 80% use them on-line.

These assessment tests are based on the different problems that the Human Resources department wishes to tackle, i.e. not just recruitment, internal mobility and succession plans but also coaching, identification of potential or even employee self-assessment. There is a type of test for every type of need.

The advantages are numerous and undeniable. The tests make it possible, in effect, to:

- Measure aptitudes and motivation in different HR processes, by measuring cognitive quotient and associated aptitudes;
- Understand specific dimensions, i.e. motivations, personality, behaviour, etc.;
- Enhance the information collected on the person under assessment or on employees by establishing a real dialogue;
- Validate first impressions gained at interview;
- Devise supporting strategies, management and coaching aids and assistance with identifying potential etc.;
- Justify recruitment selections

The use of these assessment tests without interaction with the HRIS quickly becomes limited. Chains of content relating to on-line assessments bring numerous additional benefits to the company.

They free companies from problems related to connecting up with people for assessment and data integration. The set up of test platforms allows employees or applicants to do most of the assessments from their work station or from the recruiter's work station.

After connection, the test ends with an assessment report which keeps people informed of their results, and which, above all, can be automatically incorporated into the HRIS for analysis by HR experts and for sharing with relevant managers.

The use of chains of content makes it possible to accelerate the use of in-house assessment methods, to extend the field of application to all processes and populations managed in the HRIS (job applicants, new recruits, over-fifties, managers, people moving about within the company etc.) and to enable assessment procedures to be decentralised to managers by means of easily appropriable tools.



Focus on training via e-Learning

Staff training is now a key component of in-house skills management. Not only employees' professional development, but also their satisfaction within company, is closely linked to their capacity to access training.

Training used to be an exclusively face-to-face activity, and has come a long way in the last decade with the arrival of e-Learning. E-Learning services now make it possible to supply standard lessons contents to a large number of users. For company management, this represents an opportunity to reduce costs and skill acquisition times, whilst training employees in line with company strategy. For HR departments, e-Learning offers the ideal means of optimising training management and organisation and improving the visibility of their training services. As for employees, they improve their own skills, and therefore their employability, due to simplified and flexible access to training. The latter follow training courses when, and where, they want to, depending on their availability and requirements.

E-Learning is, nevertheless, still difficult to implement on a large-scale basis, without interaction with the HRIS, particularly since the administrative follow-up and self-assessment part of the training quickly puts a block on things.

Chains of content dedicated to e-Learning training courses make it possible to integrate standard content direct from a specialist external platform into the HRIS, which frees companies from technical and data integration problems. The company has a broad palette of targeted and ready-selected contents. The platforms set up make it possible for registered employees to take tests and follow training course from any workstation without any other support. After connection, the time spent training can be automatically integrated into the HRIS.

The use of chains of content makes it possible to minimise administrative tasks, to save time in monitoring training and to focus on tasks with high added value such as needs analysis.

e-Learning trainings: key indicators...

In France, 89% of companies have made use of mixed training programmes (e-Learning and face-to-face training) but for the majority, less than 10% of employees participate in e-Learning. E-Learning, however, makes it possible to improve the rate of retention of lessons i.e. between 70% and 80% retention compared to 30 and 40% for traditional training. And, at the end of the training, the average score recorded is 85% compared to less than 30% prior to training.

The Human Resources department is at the crossroads of an eco-system of which it has absolute control. It has a broad palette of high value added services for all corporate players. Chains of content, being a factor in the satisfaction and retention of employees, make it possible to align HR initiatives with corporate strategy.





An HRIS that meets today's challenges

The right practice at the right moment makes all the difference. Targeted and integrated information adds value to HR initiatives and improves management decisions. HRa Suite 7 provides Human Resources departments, at the right time, with expert and scalable business content to supplement processes during realisation: HRa Channels. This content comes from partners selected by HR Access for their excellence, for the multilingual and international nature of the content offered, its relevance and their position as market leader. Expertise acquired in this way is fully integrated and accessible either direct from HRa Space, a collaborative workspace shared by different users, (HR experts, managers, employees), or during the execution of the process.

Within the current context, commercial strengths and product and service quality are no longer enough to make a company competitive. It is the quality of the teams that make the difference when it comes to competition. The challenge for the company is to identify potential, develop skills and encourage mobility. The HRD must be capable of measuring aptitudes and motivation during various assessment procedures, and must be sure of directing employees to the right job. Recruitment has also become quite a challenge, for the simple reason that nowadays talent is in short supply. Recruiting staff is expensive and so the selection process needs to be shortened, diagnostic errors and resultant turnover limited, and recruitment, training and integration costs, etc. reduced. There is also the regulatory background to be dealt with, i.e. talent must be selected using an

approach based on equality and without discrimination, by making real traceability and objectivity possible when a decision is taken. Evaluations must be objective and choices justified.

Faced with these major challenges, HRa Suite 7 offers not only all the processes involved in the identification, development and retention of talented staff, but also two HRa Channels to provide companies an additional HR expertise that is vital when it comes to identifying and developing corporate skills. These HRa Channels are fully integrated into recruitment, mobility and professional development processes (the search for job applicants, development plans, succession plans, performance analysis, training packages etc.).

HRa Channel e-Learning to provide the HRD office with the best training

In partnership with iProgress, HRa Suite 7 brings companies the best training catalogues in the most varied fields such as office automation, management, project management, human resources etc.. This involves a package of 21 collections of courses, the only one of its kind on the market and specially designed for HR Access clients. These collections can be used to meet different training requirements and, therefore, to remain as close as possible to the real objectives of the training plan. Companies may then gradually enhance and develop the collections offered to employees.

The HRD may then offer e-Learning training courses from the HR Access training catalogue, to all staff and incorporate them into the corporate training plan. During the process of identifying training requirements or during evaluation processes, employees and managers can also issue requests for e-Learning training from their workspace. Once approved, these requests are processed automatically. Employees are registered and access the partner's dedicated platform where they are provided with tests and customised training programmes with interactive tutoring by e-mail. The times spent in training, as well as training results, are integrated direct into the HRa Suite 7 employee file so that the administrative and self-assessment part can be managed.

HRa Channel e-Learning with iProgress

iProgress is the e-Learning entity of the Human Resources consultancy group, Bernard Julhiet. Since 1991, iProgress has offered products (catalogue of e-Learning courses in management, sales, project management, office automation, IT, etc.) to support skills development and sets up innovative training mechanisms using e-Learning (business, products/services, IS and new related processes, etc.) to meet the needs of companies. iProgress offers the largest catalogue of training content on the market as well as expertise in set-up, support and implementation services, and has a perfect knowledge of technologies. iProgress has already set up 400 e-Learning devices and delivered 334,700 hours of training, i.e. 38 years of 24 hours a day training.

HRa Channel Assessment providing the HRD office with the best assessment

In partnership with PerformanSe, HRa Suite 7 incorporates into its assessment and recruitment processes, different on-line assessments tests to evaluate objectively the behavioural and cognitive skills of employees and job applicants.

During recruitment campaigns, when employees are assessed as part of a mobility initiative or during their annual appraisal, these tests constitute an objective interview support for the evaluation of applicants and staff. This is about going beyond C.V. and business skills, to ensure that the best talents are picked up and oriented to the best jobs. HRa Suite 7 manages the

registration of different participants, both internal and external, to enable them to take an on-line assessment test direct on the partner's dedicated platform. These tests can, therefore, be taken from the company or remotely from any computer. An individualised diagnostic is produced in real time to be used as a basis for interviews. Diagnostic is combined in HRa Suite 7 into the employee's or applicant's file. HR experts and managers are supplied with these assessments directly in their workspace. All the company players are, therefore, involved in the same decentralised process of behavioural skills assessment.

HRa Channel assessment with



PerformanSe designs and develops software solutions and work methodologies within the field of behavioural and cognitive skills assessment and management.

PerformanSe offers a range of tools and work methodologies responding to all current requirements for behavioural skills assessment (recruitment, mobility, turnover, coaching, annual interview, etc.) and provides, once the assessments are over, the production of an individualised diagnostic in real time. All these tests are scientifically validated by independent university laboratories. PerformanSe carries out several hundreds of thousands of assessments every year via some 7,000 Human Resources professionals and over 2,500 licenses in companies of all sizes, consultancies, institutions, schools etc.



In addition to the problem of developing talents, the business content offered by HR Access may gradually be extended to new subjects, i.e. access to job boards, wage benchmarks etc.

HRa Channels are the innovation at the heart of the HRIS i.e. the integration and interaction of HRa Suite 7 processes with different sources of content vital for the Human Resources business, housed on expert partner platforms. With HRa Channels services, HR Access clients benefit from the best practices incorporated into their HRIS, supported by powerful technology and the best partners selected for their high added value expertise.

The provision of this business intelligence makes it possible to extend Human Resources' business know-how to the entire organisation. Expert content adds value to management operations carried out by HR teams which may, throughout the length of a process, use or refer back to business content or to professional practices which enhance their management initiatives. This expert content also makes it possible for HR teams to convey HR know-how and expertise to managers, active players in the deployment of this policy.

But how can content that is constantly evolving be accessed from an application installed for over 10 years? The HRa Channels package is not only integrated, it is also dynamic and constantly evolving! This is no longer a fixed HRIS but one that is evolving and which can adapt to meet the company's needs. The HRa Channels service offers a range of expert on-line content from which the company can select new services and incorporate them into its HR operations, according to its requirements.

HRa Suite 7 is an integrated, ready-to-use solution designed for Human Resources Administration, Payroll, Time and Attendance Management and Talent Management.

HRa Suite 7 is an HR Access product, dedicated to companies and administrations with over 2,000 employees or agents, whether national or international, in all business sectors, however they are organised and however diverse the workforce to be managed. Just like the companies that it supports, HRa Suite 7 is ready to meet the challenge of internationalisation. The solution offers functionalities for optimum Human Resources management at an international level, adapted to any organisation.

This solution is by nature complete, modular, reliable and powerful, as well as being ergonomic, flexible and scalable, the fruit of over 35 years of business knowledge and expertise.

To find out more: www.hraccess.com