

The Humanity of a Human Capital Management Solution

First align your people then align your software solution



By Nick Venturella

You likely have several software solutions within your organization to help automate various human resources tasks and relieve the administrative burden.

As a C-level executive examining ways to develop a strategic growth plan, you should ask:

- How well are the software solutions working together?
- What is the impact on the people who use them?
- How do you measure your HR processes and ensure they function properly?
- How is the software solutions helping you meet and achieve your objectives?

Complaints often bubble up from employees when HR processes are broken. Such brokenness can spread, damaging morale and company culture more than you may realize. It can be a slow burn that often creeps up on a company over time.

The answer is often more than simply obtaining a better software solution, though that may help. The foundation of the answer likely lies in the people within your organization who use the software; whether leadership buys in to the idea that streamlined HR processes serve the organization's objectives.

This is the concept of good human capital management: employees and employers aligned with a clear understanding of how their roles impact the organization's success.

HR processes, whether assisted by software or not, only work as well as they've been planned and executed by the people running them. That takes the C-level to align and empower the right people with good processes that further the organization's goals.

For example, ensuring accurate and efficient processes are in place to schedule, capture wage and hour information and properly pay employees will allow more time for your HR professionals to hire and retain the right talent for your organization. Managing benefits well can help you offer competitive compensation packages to attract top-level talent.

Having good recruiting and onboarding processes can make it easier to get new talent up to speed quickly. Ideally, these processes should run like a well-oiled machine.

With fewer HR process errors, there are fewer employee complaints and happier employees means more productive employees. If your organization hires and retains better talent, the quality of your company culture rises.

Add employee self-service functions and you have employees participating in the management of their own information – that's a valuable company culture-strengthening technique that combats the employer vs. employee, "us vs. them" mentality. Your company's humanity begins to transform into a better version of itself.

When HR processes are well-designed and well-executed that usually means they're also measurable.

According to a survey of HR's evolving role in organizations conducted by the Society for Human Resource Management¹, not even half of the organizations surveyed had formal (i.e., documented and established) systems and processes in place for collecting HR measurement data. That's a lost opportunity to gain crucial business insight.

An article on BigData in HR² by Josh Bersin in his blog Bersin *by Deloitte* confirms this with its own statistic that more than 60 percent of organizations feel that their HR analytics are poor or behind.

For you in the C-level suite, this is the insight you really need: How is HR having a positive strategy impact on your organization?

Are you filling open positions with the right talent? How do you know what combination of skills and experience will provide the best fit to fill a specific position?

Is the company culture positive and sustainable to help retain your good employees (i.e. minimize turnover of good people)?

Are overtime payouts and other labor expenses decreasing as a result of an effectively hired, efficient and productive workforce coupled with policies and procedures that accommodate increased workloads or sudden vacancies?

Is the investment in your people and HR processes contributing to smoother operations and the ability to concentrate on growing the business in the right direction?

A unified human capital management software solution is usually necessary to the effective execution of your human capital strategy. However, uniting the people and processes within your organization is likely your best first step to true growth and success. **S&P**



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