

APTIMIZED



Aptimized Research
**Modernizing Your Human Resource Processes
for the New Digital Age**

10 February 2021

Modernizing Your Human Resource Processes for the New Digital Age

Published: January 15, 2021 – 7 min read

Civil unrest, the global pandemic and new technological capabilities for collaboration have caused enterprises to rethink how they behave in the new digital age.

Overview – The Problem

Key Findings:

Organizations are faced with new challenges in the markets that they currently operate. If companies are to survive, or thrive in the new digital norm, they will need to address core challenges within their Human Resource and Capital Management processes.

- Compete for Critical Talent
- Challenging Business Models (Silo's, Outdated, Process)
- Flexible Talent Model

Competing for Critical Talent

As digital advances transform business operations and go-to-market models, organizations will feel the pressure to hire employees that have the right “digital” skills. Digital skills are the ability to develop, implement, and use digital technologies in the workplace.

The demand is high for these roles, and there are critical shortages and/or constraints in the hiring processes that are impacting most businesses. It is quite apparent why these shortages and constraints exist. When demand is greater than supply, this results in driving the talent compensation scale out of budget range, or at a minimum, it forces recruiters and managers to compromise on the skills and experience required. This causes delays and downstream impacts to the business that they cannot afford. Talent pools become dangerously shallow when the digitalization of everyday operations / processes and a flex market model demand the same talent at the same time.

It is imperative in today's market, that the right approach and processes allow the success of your business.

Challenging Traditional Talent Models: *Non-flexible staffing systems*

It is often part of normal “business as usual” practices for a business to analyze the number of its employees it has to support ongoing operations or for new opportunities. The result of this is a “business optimization” which, in this context, is a constant churn of hiring and unexpected layoffs that erode morale and trust as well as decrease employee engagement. What then follows is a new set of hiring when growth and strong financials are once again surfacing. It is a sad (and preventable) cycle that permeates most industries. While it is apparent that new fresh ideas and cost-effective hires appear in the new wave, senior

leaders are often perceived as reactive to the front line as well as the market. This begs the questions: Are you really getting the right talent in this new urgent wave? How long do you need these skills? Will the requirements change? Do you have the right talent now? Should you upskill, reskill, or reduce? These questions may seem endless.

Introducing the Talent Flex Model

Finding the best employees may not be the easy task that some employers believe. In almost every business, leaders typically agree on the benefit of an overall strategy to filling roles. At Aptimized, we recognize that in all your busy schedules and numerous deadlines, it is tough to find time to think about long-term plans and strategies.

In legacy business models, large teams were often built around a certain business strategy, technology, or project goal. Natural human behaviors lean towards the creation of a stable or static work environment, with security and predictable annual budgets. New ways of working to include Scaled Agile Frameworks (SAFe aka “Agile”) methodologies no longer enable these legacy norms. Companies today need to “plug and play” their people at a pace that is unfamiliar to most managers.

Enter: Aptimized and its Talent Flex Model. Creating a Talent Flex Model allows you to meet the needs of your business effectively and consistently throughout the year. Teams become portable, trained for change, and always ready to tackle new business models. As soon as they complete a task, they can shift their focus on completely new technologies, business models, customers, or careers.

Consider a mainframe technology team as one example. Thirty resources focused on one technology and one business model will quickly become an anchor on the organization when the “winds of change” create new opportunities. With traditional budgeting models and team structures, new opportunities often must be funded with new cash investments. In tight markets where survival is key, new funds are more difficult to come by, resulting in the need for a more creative reallocation of staff. This scenario is often disruptive to most enterprises.

Establishing Talent Flex Model

Establishing a flexible staffing plan can provide talented, trusted, and experienced full-time employees when you need them the most. Regardless of the industry or company, the Aptimized model allows for an increase in the workforce when necessary, depending on the workload and potentially other critical factors.

Rather than trying to review endless, full-time job descriptions and fill open positions with new full-time employees as you lead up to a project, a flexible staffing model gives you the opportunity to design a comprehensive and cost-effective solution in a fraction of the time.

There are many areas where the flex model can help. By creating your own talent pool of full-time employees and contractors, you only pay for the specific areas where you need the talent and when you need it. This saves money on training and hiring, benefits, and costs associated with dismissal.

Recommendations

- Use the Aptimized method to Modernize your Human Resource Processes.
- Build a roadmap for tools and processes that support Flexible Talent Models.
- Take advantage of the “gig” economy and strategic partners.

Planning Next Steps

So – what’s next for your company? What is on the other side of this transition? In short, while the Aptimized methodology can apply to areas like ERP implementations as well, your HR and HRIS strategy will need to consider the following scenarios:

Modify / Add the following into your HR Framework:

- Build / Re-deploy Lighter Human Resource Capital Management Systems (HCM)
- Automated Human Resource tools and Processes (IE: no one has time for MS Word version of annual reviews anymore)
- Profile / Role Harmonization (do you really need 250 different roles in your HR system?)
- Define KPIs, Reports & HR Experience Analytics
- Market Information
- Skills
- Cross Training
- Career Paths
- Recruiting
- Flexible Talent Pools & Processes
- **Consider:** Unions, Regional, Organizational Change Management

This complimentary research paper is part of Aptimized’s ongoing coverage of the business impact of the new digital norm shaped by pandemics, unrest, and new communications capabilities. Access additional free content and coverage at www.aptimized.com

Talk to an Aptimized Expert Today

Get access to this level of insight all year long – plus contextualized support for your strategic priorities – by becoming a client. <https://aptimized.com/about-aptimized-leadership-contact-copy/>

Published by:

William Mills, President & Principal Consultant, Technology Transformation

Richard Bart, Executive Director, Global HR Technology & Process Modernization