



LEVERAGING TALENT IN THE WORKFORCE

Question:

How can I utilise my existing HRIS to leverage talent within my organisation more effectively?

Answer:

In the current economic climate, the workforce represents an enormous opportunity for HR practitioners to deliver a competitive advantage to their organisations. In order to achieve this, however, HR departments need the vision and tools to enable them to leverage workforce investments and reduce the costs associated with employee turnover.

By taking a more holistic approach to talent management you can leverage both your software solution and workforce more effectively. Often organisations do not fully utilise all of the modules offered by their HR solution and are missing opportunities to streamline processes, increase productivity and maximise workforce effectiveness.

After some investigation you may find that your existing HRIS has a variety of modules and tools that will assist you to harness your workforce more effectively and support employee lifecycle management.

Like never before we are operating in a knowledge and skills-based economy, so the most competitive and effective enterprises are those with a dedicated, well trained and highly skilled workforce. An effective employee lifecycle management methodology will underpin your initiatives and you may be surprised to find that you already have the tools to support streamlined processes.

Employee lifecycle management includes managing your workforce from recruitment through to separation. Once you have hired and on-boarded your employees, there are three continual steps in employee lifecycle management that are reviewed regularly. These phases are career planning, learning (to support job function and career growth) and review, which feeds back into the initial planning step.

By implementing an effective employee lifecycle management (ELM) methodology your organisation will leverage talent and align workforce goals with company goals which impact the bottom line. The phase where new employees enter your ELM process is largely dependent on your on-boarding procedures.

Regardless of where new hires enter, it is a continual process until separation/termination. Let's review ELM in more detail.

The first step in any ELM process is recruitment. Your e-recruitment system should save time, streamline processing and assist with identification of quality candidates. While the candidate shortage may have abated for the time being, many organisations are now inundated with applicants for one position and spend hours reviewing unsuitable applications. By utilising your e-recruitment tool effectively, this time-wasting activity can be eliminated and recruitment processes automated via workflow processing. Applicant tracking can be time consuming and an administrative burden. Your e-recruitment system can ease the load by automating candidate correspondence, minimising data capture, improving service levels and streamlining the on-boarding process.

Once on-boarding is complete it is vital that the manager and employee meet and plan for career progression – this initial step heightens engagement and identifies learning opportunities. The outcome of this step is a formal career plan that is stored within your HRIS and reviewed or updated as needed. Regular reviews are conducted – these may be annual or six-monthly – and during the review process the career plan is updated, and further learning opportunities identified.

The next step of the process is learning, and this is done either on the job, through mentoring or formal training. Your HRIS can capture the learning and skills gained, ensuring employee capability frameworks are maintained.

The review phase is the most important step to the employer, as this is the opportunity to provide feedback and guidance on employee performance. In addition, the review phase is an ideal time to align corporate goals and strategy with employee key performance indicators (KPIs). Many HRISs will initiate the review process by sending off forms to be completed by employees being reviewed, ensuring this important phase of employee lifecycle management is not overlooked. Goals for the coming year are captured and agreed upon during this step, ensuring workforce alignment with the enterprise.

Your employees represent one of your organisation's largest expenses, yet they should be viewed as an asset – when managed effectively they can significantly impact the bottom line. By utilising the tools provided by your HRIS, the administration burden can be greatly reduced to provide HR with the time to analyse the data stored within your system and perform more strategic functions.

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Nick Southcombe
General Manager
Frontier Software Pty Ltd
(03) 9639 0777
www.frontiersoftware.com