RIZING

Keeping Employees Engaged in a New World of Work

How to keep employees engaged and productive in the face of dramatic workplace disruption — lessons for mid-sized businesses.

The events of the last 12 months have had an enormous impact on the employee experience the world over. Many workplaces are now hybrid in nature, and businesses have had to rapidly accommodate more flexible ways of working.

According to the most recent findings from the Australian Bureau of Statistics, Australians are still working from home in far greater numbers than they were before the pandemic, and this pattern is expected to continue.

Currently,

41%
of Australians with a job are working from home at least once a week[1]

compared with

24%
before March 2020[1]

In Singapore, 8 out of 10 workers say they would now prefer to work from home or have flexible working arrangements.[2] And more than 40% of people in the Philippines and parts of Africa say they would be willing to work from home permanently.[3]

It does appear that flexible working is here to stay for some time, at least in some capacity. Globally, 89% of people expect their jobs to be partly remote after the pandemic ends, according to an international workforce study.[4]

Remote working has also opened up more opportunities for employees, and employee churn is also becoming a risk. 41% of employees say they are considering leaving their current employer in 2021, and 46% say they're likely to move because they can now work remotely.[5]

As a result, employers face the challenge of sustaining and improving productivity while also providing better remote support to keep their people happy and engaged.[6]

This means there is a growing need for businesses to shift away from core HR technology that simply manages payroll and performance, towards a far more comprehensive and end-to-end view of the employee experience.

In this eBook, we explore some of the core challenges that businesses face right now when it comes to supporting their modern workforce. From funding constraints to a lack of resources, many are finding it hard to compete and scale — which is why so many businesses are seeking to drive change with cost-effective, automated human resources technologies. Read on to discover how such technologies help evolve the employee experience.

In this eBook:

Adapting to a new era of working: the challenges

Over the past 12 to 18 months, businesses of all sizes, and across all kinds of industries, have had to rapidly adapt new, flexible ways of working. Now, even though we're seeing a steady return to the physical office space, several key challenges remain for employers:

Employers expect and are demanding more flexibility

The nature of the modern workplace has shifted perhaps permanently, and employees now expect to be able to work from home for at least some of the time. A survey in November last year of 2,500 working professionals, by Hays Recruitment, found that 61% believed a hybrid working model was the most productive.[7]

In a KPMG survey of employees and clients, 55% of respondents ranked "ways of working" as the most important theme. According to the survey, the top three priorities for employees post COVID-19 are:

As a result, many businesses have had to make quite considerable changes to their day-to-day working policies and practices. Google, for example, has announced a more flexible, "hybrid" work week, where Googlers spend around three days in the office and two wherever they work best.[9] Google CEO Sundar Pichai said, "For more than 20 years, our employees have been coming to the office to solve interesting problems — in a cafe, around a whiteboard, or during a pickup game of beach volleyball or cricket ... Yet many of us would also enjoy the flexibility of working from home a couple of days of week, spending time in another city for part of the year, or even moving there permanently."[10]

National Australia Bank Group Executive of People & Culture Susan Ferrier said,

Increased flexibility[8]

| 41% |

Option to work remotely[8]

| 39% |

More frequent communication[8]

| 34% |

> **The way we work has changed and this is about creating environments that help our people bring their best to work, so that we can best serve our customers.**[11]

Attracting and retaining staff

Remote working has given rise to all kinds of new opportunities for employees — there are now five times more remote job postings on LinkedIn than there were before the pandemic.[12]

Given this, job churn is becoming a major risk.

41%
of employees say they are considering leaving their current employer in 2021[13]

46%
of employees say they're likely to move because they can now work remotely[13]

To attract and retain the best staff, employers have to accommodate employees' evolving demands and devise new strategies for keeping their best people motivated and loyal.

Changing business landscape

Many businesses themselves are in a state of flux post COVID-19.

While mergers and acquisition in our region experienced a downturn during COVID-19, there is wide-spread optimism that this will rebound, particularly in the mid-market during 2021.[14]

Mergers and acquisitions can have a potentially negative impact on employees.[15] Employers need to take steps to insulate employees from the change and disruption, and ensure their day-to-day experience is largely unaffected.
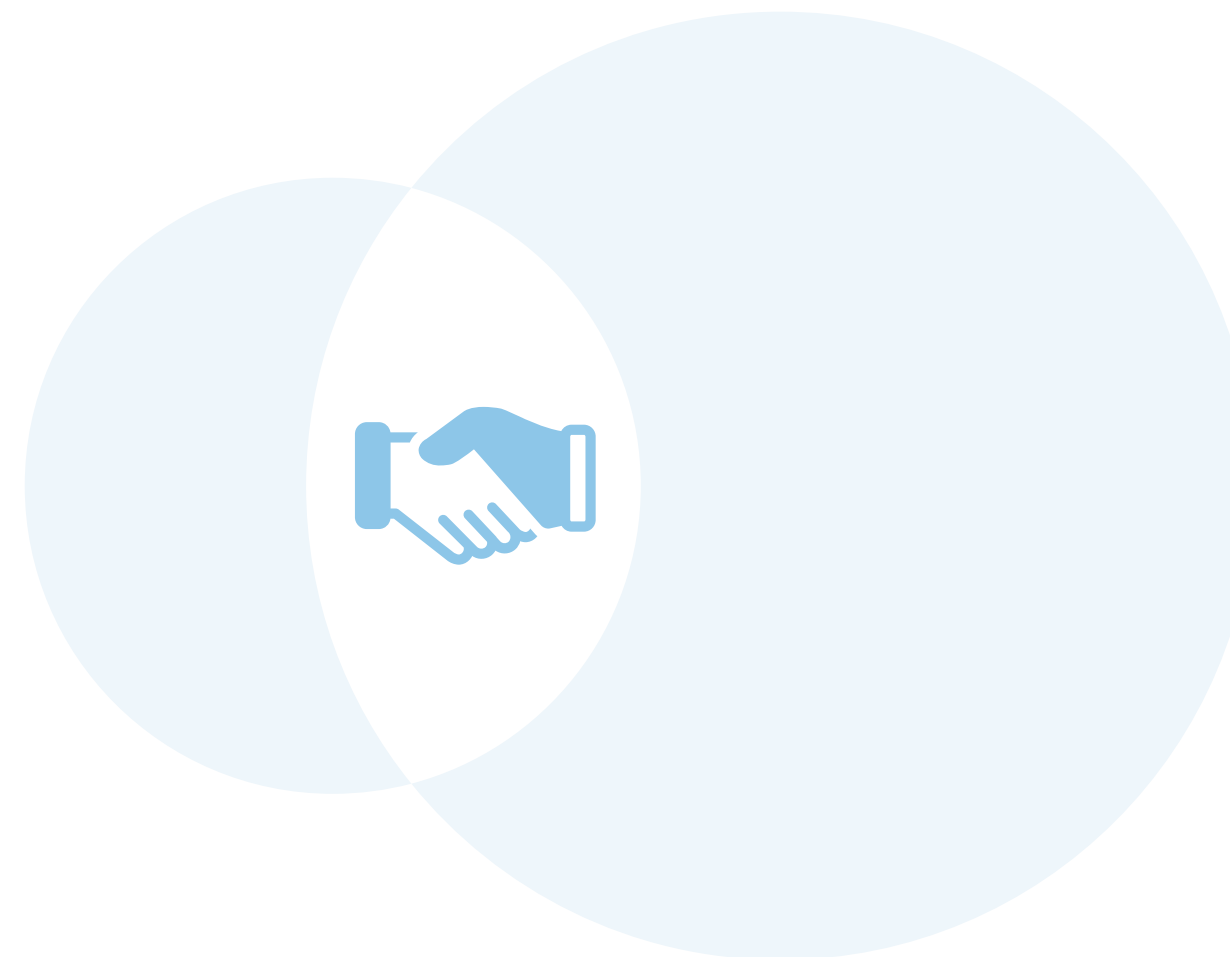
Increased administrative burden on HR teams

The COVID-19 pandemic has had a huge impact on many HR teams in terms of their workload. One analyst describes this workload as "crushing," and says,

"

...don't peek behind the curtain to see what HR's been up to unless you're strong of heart. The enormity of HR's workload and change requirements via COVID-19 are insanely immense.[16]

"

This increased workload is due to several factors: ensuring regulatory compliance, meeting workplace safety requirements in light of COVID-19, and setting all kinds of new policies and procedures around remote working, safety, salary reviews, and much more.

Driving change through technology

With so many employees now working remotely, and the demands on internal teams increasing significantly, businesses are increasingly looking for digital ways to drive efficiencies, improve security and productivity, provide insights, and streamline processes.

Globally, companies accelerated digital transformation efforts by three to four years due to COVID-19.[17]

And, according to KPMG, for almost half (42%) of Australian IT leaders, COVID-19 permanently accelerated digital transformation and adoption of emerging technology.[18]

When it comes to the employee experience, there is a very real need for businesses to move away from HR solutions that are simply focused on payroll and employee administration, towards more robust, data-led solutions that support the employee experience at every step.

# Choosing modern HR software: key things to look for

Key features to look for in a modern solution include:

Accuracy and compliance

It's not uncommon for businesses to waste tens of thousands of dollars every month addressing administrative or compliance issues to do with HR management or payroll. In fact, typical error rates are between 1% to 8% of total payroll when companies do not use robust payroll solutions.

Also, even though the cost for non-compliance can be significant, most companies underestimate the level of risk they currently hold by using dated payroll software. Instead, a modern solution should be based on accurate, automated, and centralized data. It should also be compliant across multiple countries and jurisdictions.
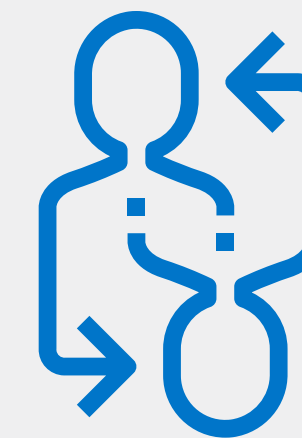
End-to-end experience

Many HR solutions serve merely as filing cabinets for record-keeping, with no business impact. Indeed, in smaller organizations, it's common for HR information to be saved locally, at the department level. Siloed from talent, these fragmented systems prevent companies from making workforce decisions based on a 360-degree view of the employee. They also feature primitive analytics that provide minimal insights into the workforce and no support for workforce planning. With mergers and acquisitions set to increase, this limited functionality can be challenging.

A fully integrated human resources information system is the only answer to this issue. Ideally, your HR software should offer a central view of your employees, with support for organizational data, personal data, time off, and payroll data — with full employee lifecycle process support. It should also help you digitize and simplify your processes to improve operational efficiency along with workforce insight, all while ensuring compliance with relevant legislation.
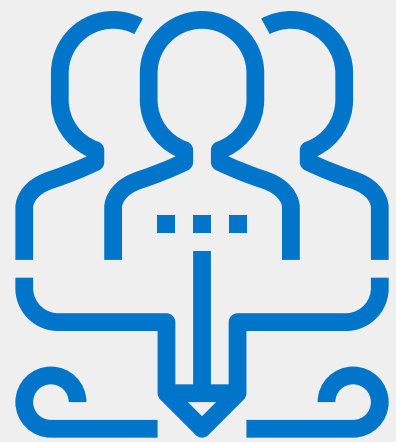
Powerful collaboration tools

As the world moves towards hybrid ways of working, it becomes more important to equip your people, teams, and departments to be more efficient and productive from wherever they are. Teams need to be able to easily find the information they need to get their work done.

It's all possible with modern HR solutions, which are built to help employees create workspaces, share information, and collaborate with others. The right intranet environment will also enable employee self-sufficiency, which helps reduce the burden on HR.
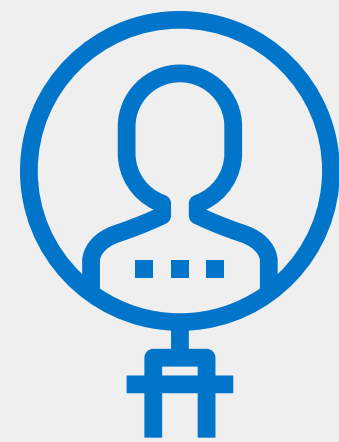
Features to drive talent acquisition

In today's highly competitive market, your HR software needs to support you in processing both new and internal applicants quickly and efficiently, while also helping you attract the right talent to your recruitment funnel.

This means including features for recruiting marketing (for attracting and engaging top talent), recruiting posting (for seamless posting to job boards), and recruiting management (for selecting and hiring the best candidates) to drive better business results. It's also important to ensure that new recruits are immersed in your customer-centric culture, while providing you with a streamlined, systematic, and purposeful process for transforming promising candidates into happy and productive team members.
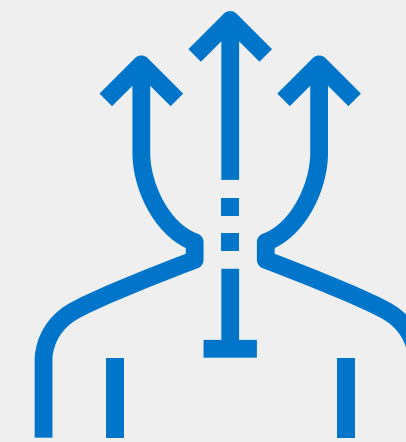
Support for continual learning

Ensuring your employees can continually develop and grow their skills is important in staff retention. It also helps you deliver quality services and products, and ensures everyone is aware of, and committed to meeting, relevant legislation and requirements.

A modern HR solution should enable employees to develop new skills, share ideas, and gain insights, making them more motivated and productive. It should support formal, compliance-related training, as well as informal, self-directed training, mobile learning, and extended enterprise training. Employees, managers, partners, vendors, and even customers should also be part of the learning process. A robust solution should enable you to incorporate your own training programs, as well as integrate with those from other learning content providers.
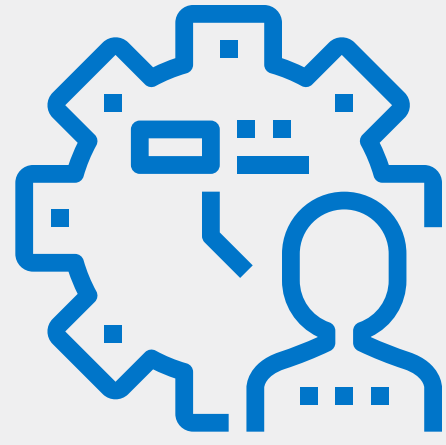
Continuous performance management

If your talent is not aligned to your desired outcomes, you risk being unable to deliver the results required. Modern software should enable managers to align employee activities with organizational strategy and monitor the performance of achieving those goals.

Performance that is measured only once or twice per year is a practice that is fast being phased out, as the focus shifts to providing team members with continuous, meaningful feedback and coaching. This allows companies to quickly adjust to the dynamic market conditions and ensure that their employees are on track at any time of the year.

Supports pay-for-performance

Employee compensation is the largest expense for most companies, yet compensation planning that relies on e-mail and spreadsheets can be error-prone, unsecure, and unproductive. Enabling managers to execute a pay-for-performance culture and improve budget accuracy is becoming the norm, not simply a nice-to-have feature.

Modern HR software should help business leaders, compensation managers, and HR professionals dramatically improve budget accuracy and reduce risk by providing data to help managers determine who is truly high-performing and reward them appropriately.

Drives career succession and development

Having the right people in the right place to effectively execute on your strategy is quite a challenge. While HR needs to ensure that current leaders are in place and working effectively, it is equally critical to ensure a healthy pipeline of future leaders who are recognized, mentored, and developed early to support company strategies.

Modern HR software should help HR professionals to identify and develop the talent needed to improve organizational strength and achieve today's business goals, while providing visibility and planning for future growth.

> **HR software used to be designed for HR managers: today, it is designed for employees. That means that if it is not easy to use, easy to modify, and embedded into the flow of work – it won't get used much at all. This is not an ease-of-use issue – it is a total redesign.**

HR Industry Analyst, Josh Bersin

Success story: How AgResearch digitalized its HR processes and evolved the employee experience

With over 800 staff across a variety of work agreements and campus locations, AgResearch needed a modernized and digitalized platform that could consolidate its numerous, highly customized systems. Their systems for managing payroll, leave, time sheeting, and employee information were either out of date, no longer supported, hosted on-premise and/or presenting concerns regarding robustness, privacy, security and agility.

AgResearch wanted a more reliable and automated platform with the intelligence, capabilities, and modern integration to make people management more convenient, seamless, and consistent. They also wanted greater insight and access to data, so they could optimize costs and staffing, and streamline reporting/compliance processes.

SAP SuccessFactors was chosen following a competitive procurement process, and Rizing worked closely to help AgResearch implement the new solution on time, within scope, to budget, and against key quality metrics.

The successful implementation has seen high adoption rates and high licensing usage across all modules, with staff using the system regularly and consistently. Key successes include:

⬇ **A reduction in payroll processing by 25 to 50%**

⬆ **Improved visibility and integration of information to better manage employees**

⬆ **Improved and more automated people processes**

The power of automation has ensured complete oversight and accuracy of people-management functions, eliminating various manual and paper-based processes as well as several legacy systems. Ongoing improvements are being refined regarding transactional activity and management accountability as this new system empowers staff to be more autonomous, informed, and better aligned to industry best practice.

> **SuccessFactors brings together a whole range of key people information, around yourself and your teams, in a format that is easy to use and interact with. This is helping facilitate greater focus on key activities that support the development of our staff.**
>
> Jolon Dyer, Associate Research Director – Capability Research

How can Rizing help?

Rizing is a leading HR and Payroll solution provider with deep human capital management experience. We help businesses of all sizes accelerate their digital transformation by providing best-practice HR technology that supports the full employee lifecycle and changing business needs.

Synchrony People, a Rizing solution built on SAP SuccessFactors, provides an out-of-the-box HR solution that enables you to focus on engaging your people and cultivating a culture of success throughout your organization. It can help you attract the right talent, align that talent to your company's goals, and reward your top performers. It also provides full hire-to-retire lifecycle support through an amazing core HR platform, all with a user-friendly approach.

Synchrony Payroll works seamlessly with Synchrony People, and is a pre-packaged, cost effective, cloud payroll solution built by Rizing on SAP's ECP solution. This robust solution ensures that your entire payroll needs can be met through one solution as you expand globally. It is compliant with local legislation in over 45 countries, and can also minimize time-consuming 'back office' tasks for your HR and payroll teams, giving them more time to focus on attracting, hiring, developing and retaining your most important asset: your people.

Synchrony PEOPLE

Synchrony PAYROLL

Find out more

Interested in evolving your business' human resources technology?
Request an assessment and industry benchmark from our expert team.

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