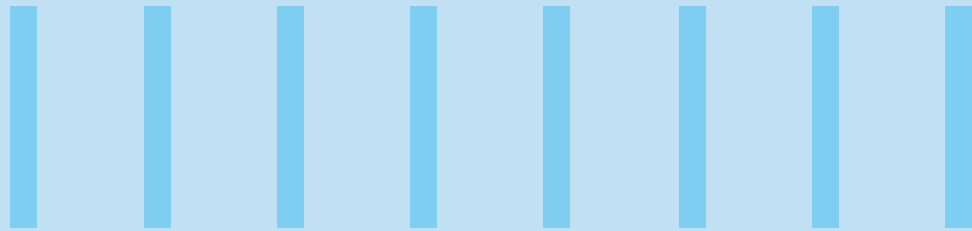





## NEW HR: IT'S THE FUTURE





Today's world is nothing like it was ten years ago, and is not the same from one day to the next. Technology has revolutionized not just machines, processes and businesses, but even the way people think, interact and behave. The impact is so great that even identities are defined in terms of technology – a person is either a digital native or a digital immigrant. So why do enterprises continue to manage their people in the same way?

This was the question driving our search for an alternative approach to HR in the digital age. At Infosys, we visualize New HR as a different way of managing talent. New HR is more about managing change and skills than about running operations. Machine Learning (ML), Artificial Intelligence (AI) and Analytics are integral to it.

A large part of New HR is the capability of managing change – introducing new concepts, providing tools so employees can learn new things, and engaging them in ways that help them put that learning into practice. Increasingly, deeper interventions for managing change and taking decisions around it will be the primary role of HR managers.



## Put smart technologies to work

From predicting the weather to listing stock market news, the smart virtual assistant does it all at a spoken command. As they evolve in time, smart assistants will take over many more tasks, starting with the mundane and repetitive ones. New HR will also leverage this technology, enabling staff to execute activities by voice, rather than touch (that is, a physical interface). Because HR managers can use an existing smart assistant such as Siri or Alexa, adoption will be quick and easy and will scale rapidly.

Artificial Intelligence will automate many routine activities in the talent management life cycle. A future scenario may look like this: Say an engineering firm wants to hire a machine operator. It can use an AI engine to study relevant data, such as work hours, skill sets, operator profile etc., which communicates with a recruitment engine to create and publish a job description. When candidates respond, a combination of AI and Analytics sifts through the applications to produce a shortlist for the HR manager's consideration. Once

the manager decides, the engine sends interview letters to the prospective candidates and finally, offer letters to those who get the job. All throughout, the HR manager can seamlessly interact with the system using voice commands.

## Use analytics to inform decisions

Organizations currently thrive on order and standardization. But the digital age employee wants to be seen as a unique individual. This is a challenge for policymakers who must balance the organization's needs with employees' expectations of engagement. Here again, Machine Learning and Analytics can help by creating highly individualistic profiles of employees using structured and unstructured data (such as social media information) and highlighting what is common to most. Better engagement will hinge on choosing methods of engagement and rewards from a basket of options, where AI would already customize the options to the maximum possible extent as per company policies.

## Leverage machine learning to improve engagement

The definition of a workforce has become more fluid in the digital age, as employees choose to telecommute, work part time, work entirely from home, or enter into some other kind of flexible arrangement with employers. Work is viewed more as a "gig", than a source of long-term employment or income. Organizations must not only manage a talent pool that is in constant flux, but also make sure that resource availability aligns with demand. Applying Machine Learning algorithms to past data, organizations can predict demand spikes and troughs, and hire or release workers to match.

As the organization expands its network of talent both within and outside its four walls, it needs a way to stay engaged with those who have left, so they may be brought back at a later date. New HR is all about being able to track and communicate with the right talent, without infringing privacy.

## In Conclusion

We believe that a New HR, where machines handle routine operations while managers focus on managing change, is the way forward. Practitioners of New HR will need to develop new capabilities, including a strong understanding of technology and empathy with co-workers who will increasingly have to work alongside intelligent machines. A robust cloud-based HR technology platform and an experienced service partner are invaluable for a successful transition to this end state.



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