



MUST HAVE HR WORKFLOWS FOR AUTOMATION

Workflow technology
has tremendous untapped
potential for HR



StarGarden[®]
Power Your People.

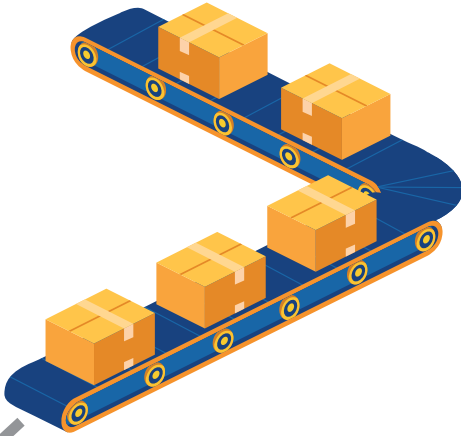


CONTENTS

→	What Workflows Traditionally Meant	02
→	What Workflows Mean Today	02
→	So, what are the benefits of using HR workflows?	03
→	But how do you decide which HR processes should be automated?	04
→	Hiring	04
→	Onboarding	05
→	Employee Time Record Keeping	06
→	Benefits Administration	07
→	Training Workflows	08
→	Leave or Vacation Request	09
→	Employee Grievance and Relations	10
→	Ergonomics Requests	10
→	Performance Management	11
→	Off boarding (Resignation and Termination)	12
→	StarGarden HCM with Workflow Technology	13



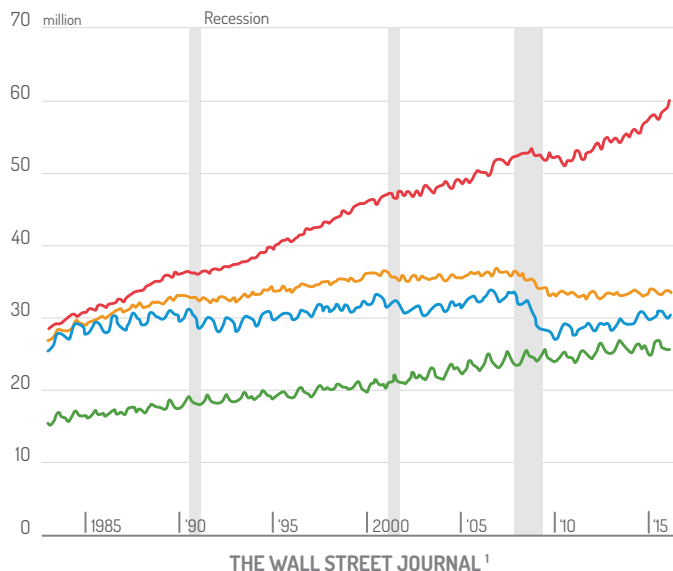
What Workflows Traditionally Meant



The term workflow has been in use since 1921. Generally when someone talks about workflows, a factory production line is the first picture that comes to mind. And that visualization makes a lot of sense as workflow is literally the moving of work through the organization or through different steps.

What Workflows Mean Today

Today however, a lot of work done in organizations is knowledge work. Knowledge work refers to cognitive jobs that are non-routine and consist of a variety of intellectual tasks. Many professional, managerial or technical occupations are collectively referred to as knowledge work. Figure 1 shows that the number of knowledge workers has been consistently growing over the years.



Source: Labor Department via St. Louis Fed



In the context of knowledge work, workflows refer to the movement of information from different systems, processes or in some instances, people, who have to perform a particular action in order to advance the task.

Going back to our factory production line example, workflows were originally started as a way of improving efficiency or productivity. In most cases the tasks that were automated were the repetitive ones that needed little cognitive processing. Applying the same automation principle to HR means the most repetitive tasks can be automated using workflow technology. If you are constantly storing information in files and making up rules as you go there is inconsistency and more chances of errors as well as a lack of traceability. Business practices that are not standardized or referenceable at a later time means that they are not sustainable in the long run.

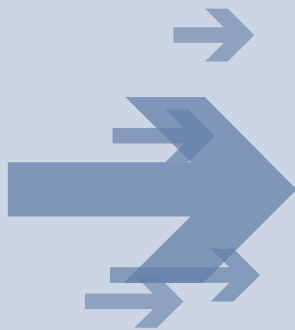
So, what are the benefits of using HR workflows?

A reduction of paperwork and paper processing – Workflows save time and money, as well as free resources up to do other important tasks.

Standardised approved administration processes – Workflows help mitigate inefficiencies that create inconsistency in organizations by providing standard approaches to doing work

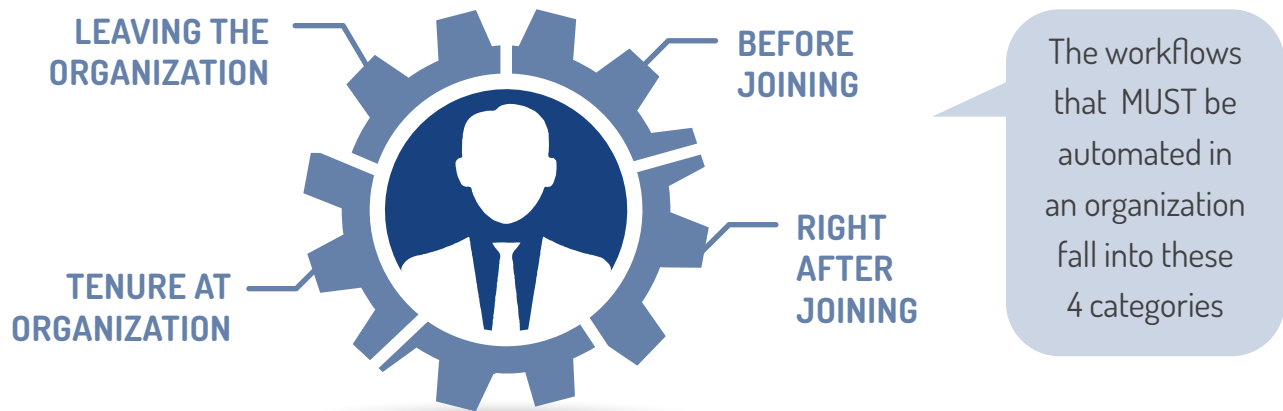
Decentralised business process decision-making – Workflows provide a centralised view of all processes – giving autonomy to employees but allowing everyone to stay within the same process and procedure rule set.

The ability to track and organise all the tasks of process stakeholders – Workflows enable better organization, collaboration, and communication to help get things done.



But how do you decide which HR processes should be automated?

Since HR is responsible for employees in the organization from hiring to retirement, most repetitive tasks occur along the life cycle of an employee in the organization.



HIRING

Hiring a new employee involves several steps and analyzing the pipeline and recruiter progress in the process is crucial to ensure a successful hiring process.

Why should organizations use workflow for hiring?



Pipeline for hiring can show you when new employees will be available for projects



Enables you to evaluate who your successful hires were recruited by and helps you to assign those recruiters to the hiring process for high profile positions



Get an overview of bottlenecks in your processes so that you can correct them. Perhaps one of the recruiters who is hiring for an important position is on vacation & you might need to reassign that process.

ONBOARDING

Onboarding is the process of helping new hires adjust to social and performance aspects of their new jobs quickly and smoothly. The more quickly a new employee feels welcome, the faster they will be able to successfully contribute to the organization's success.

A survey conducted by SHRM showed that structured onboarding processes improved retention rates by 52% and time to productivity by 60%. The most effective onboarding plans are usually written, communicated to all members of the company, consistently applied, and tracked over time. A defined, online workflow can play an important part in the onboarding process.



Successful organizations like Warby Parker and Wipro start the onboarding process right after an employee accepts an offer by sending a welcome email package that consists of instructions to log in to employee portal to set up their information, upload their photo for an ID badge, and fill out tax and benefits forms. They even provide information on company policies, history, values, and training videos that help the employees get acquainted with the organization before their first day.

Similar emails are sent to department heads and their direct supervisors so that their work stations can be set up along with reminders to follow up with the new hire before the first day to set up an intro meeting time. Having workflows set up for automated reminders and information collection in the onboarding process greatly reduces the amount of intervention needed by HR and helps to set up new employees for success in their new positions.

Employee Time Record Keeping



Best in class organizations have automated time keeping. Employee timekeeping workflows allow tracking of hours worked each day and week by employees and any subsequent adjustments made by supervisors related to wages or hours worked. Employees and Managers can access their time through Self-Service portals or smart phone apps. Organizations see increased efficiencies if the automated timekeeping is integrated with payroll, scheduling, and leave management.

Employee time record keeping workflows can help in a variety of ways:



Reduce Payroll errors

Automated workflows for time keeping reduces the time and risk associated with improperly entered time records. Errors in pay increase the workload of HR and Payroll as they try to resolve issues with incorrect payments.



Paid time off accrual calculation and compliance

Leave management is related to paid time off, earned time off accruals and regulatory mandates like FMLA. Automated processes can account for and apply all of these rules.



Employee Satisfaction and Productivity

Correcting timesheets, addressing violations such as buddy punching, and working with HR on related tasks are time consuming for managers. Errors on pay checks are frustrating to employees that reduce satisfaction with the organization. Getting paid accurately and with as little intervention as possible can increase employee and manager satisfaction.

Benefits Administration



Benefits Administration is a process that involves the management, development and administration of all employee health, disability, vacation, and related benefits. This process includes the completion of enrollment applications, enrollment confirmation, issuance of benefit ID cards, notification and update of any applicable status changes (birth, death, marriage, divorce, etc.), and the verification, notification and removal of ineligible members from group plans.^[2]



Positive impacts of a benefits administration workflow:

- ✓ Through employee self-service, employees are able to select their benefits online and have instant access to the information they need to make decisions regarding the benefits they are offered in the organization.
- ✓ Without a benefits administration workflow, employees constantly send HR requests for information and assistance which distracts HR from more strategic objectives.
- ✓ Workflows help to review the process to validate participant elections, review errors and correct inconsistencies.
- ✓ Defined workflows can give an overview of KPIs and allow for the analysis of costs and benefits for the organization.

Training Workflows

Successful companies leverage learning and development to drive revenue, contain costs, and retain talent. In this technological age, learning in organizations has changed as employees want to take learning and training into their own hands. Executives want a return on their investment and routinely need metrics to prove to stakeholders that corporate learning and training is working and valuable in the organization.

Benefits of training workflows:



Allow for learning design

Workflows allow project managers and administrators to carefully design programs that cater to the skills needed for their team delivered on their required timeline.



Employee empowerment

Training workflows allow for automated requests for approval and expense allocation as well as course enrollment and wait-listing. This saves employees time and effort in seeking individual approvals and follow-up. A seamless flow of the whole process allows employees to feel supported by their organization in accomplishing their learning objectives.



Staying Compliant

Many organizations need to track professional certifications and licenses to stay compliant. Workflows help to send alerts to particular employees and keep records up-to-date.

Leave or Vacation Request

Vacations are important for employees in achieving a work life balance, but you have to ensure that business continues as usual when they are on leave. Many employees ask 'what do I do to get vacation' or 'are there specific forms that need to be filled out' or 'what should be done when my supervisor is on vacation'. In such scenarios a workflow for vacation requests can help.



How workflows can help with vacation requests:



- ✓ Workflows allow managers and colleagues to view who is on vacation at any time so they can plan their contingencies accordingly.
- ✓ If a supervisor is on vacation, workflows can be configured to send requests for approvals or other urgent tasks to peers or other managers so work is not disrupted.
- ✓ Workflows allow organizations to keep track of leaves covered by Family Medical Leave Act and allows viewing records at a later time if required for compliance reporting.
- ✓ Workflows can automatically record vacation time which can help reduce missed entries and payroll errors

Employee Grievance & Relations

Employee Relations involves the management and reconciliation of any benefits, compensation or policy related issues surrounding employees.



This process includes the monitoring of employee adherence to internal policies, the fielding of HR-related inquiries and the management of employee complaints and suggestions ^[3].

The employee's direct manager is usually the first resource an employee goes to for assistance but if they cannot resolve the issue, it is often escalated to the HR for resolution. Workflows can be used to define the business process for different scenarios and questions that might arise thereby streamlining the process.



Workflows to manage employee relations and grievances can help:

- Allocate the right HR resources for the dispute and notify them to help in a timely resolution
- Allow the documenting of notes and observances from the process to review at a later time
- Analyze the trends and make changes to existing business processes to prevent future issues by having all the information centrally located in one database.

Ergonomics Request



An ergonomics request is a process that manages employee requests for ergonomic office equipment and supplies. Having a workflow process that allows employees to submit requests that go to the required resources for handling and approval can help organizations to prevent claims. Since the process is employee initiated, having a policy around it will allow employees to take required action in a timely manner to prevent injuries.

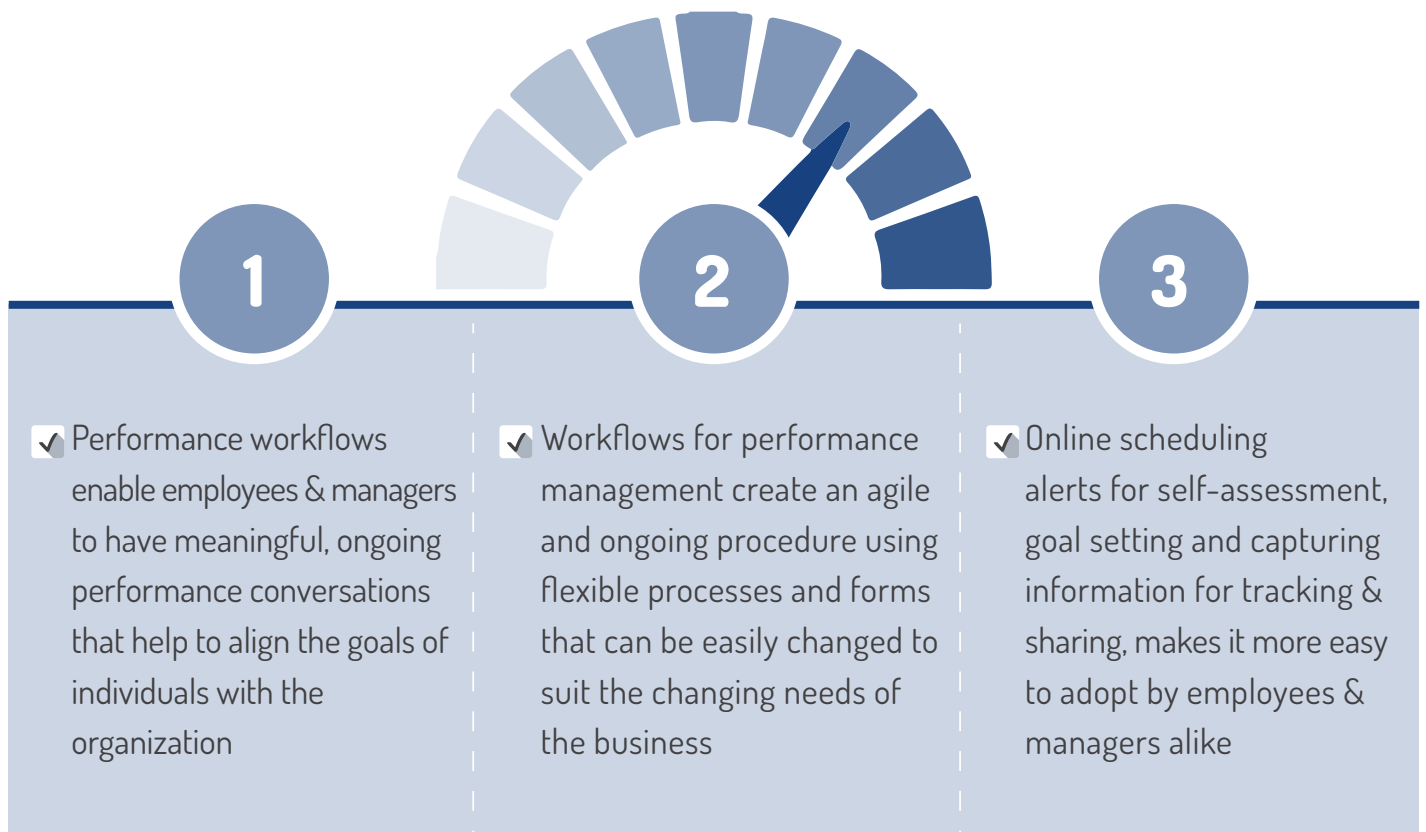
The National Institute of Occupational Safety and Health (NIOSH) found that health problems associated with poor ergonomics compose the most prevalent lost-time injuries and illnesses in almost every industry [4]. NIOSH estimates that these problems cost employers billions in medical bills and workers' compensation claims. These claims include issues arising from low-back injuries caused by heavy lifting or frequent bending, disorders of the muscles, nerves, tendons, ligaments, joints, cartilage, or spinal discs; musculoskeletal disorders (MSD) or repetitive stress injuries like carpal tunnel syndrome.

Performance Management



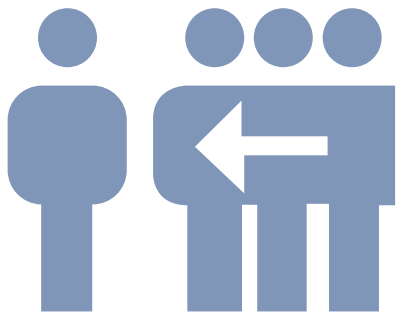
Many of the processes and systems that HR has built over the years revolve around performance ratings, focused on evaluating an employee's accountability towards achieving organizational goals. Reviews are typically a look back at what was or was not accomplished. Research shows that individual performance changes over a period of time, and therefore reviewing past performance and using it to gauge future potential is largely irrelevant.

In addition, lack of timely feedback makes corrective actions difficult for employees to accomplish their objectives and they grow to dislike the review process and can become disengaged from the organization as a whole.



Off boarding (Resignation and Termination)

Resignation & Termination is a process that handles all tasks surrounding voluntary and involuntary termination and the initiation of any retirement benefits or final payments. While there is a lot of emphasis on good onboarding, off boarding often gets overlooked as a candidate for automation. Flawed off boarding processes can cause benefit overpayments and security gaps when employee access to internal systems is not terminated in a timely manner.



Most organizations handle off-boarding manually but this is where an automated workflow especially one that comes with an integrated HCM system can really help.



Tasks such as sending the employee the exit package and requesting an exit survey can be configured to be sent automatically



Sending notification to required departments that will be affected by the departure of the employee can help them plan better for new hiring or reallocating assignments



Archiving information from the survey and sending requests for terminating access to systems can also be automated thus ensuring proper storage of information and the reduction of security risks

StarGarden[®] HCM with Workflow Technology

StarGarden HCM is an integrated HCM system with workflow technology that allows for the automation of your business processes. It adapts to the changing needs of the businesses through its flexible user interface that can be configured to the most complex rules. We have been helping businesses empower their people with sophisticated HR technology for more than 30 years.



If you are ready to find out what StarGarden's technology can do for your organization then contact us today!

CONTACT US 800-809-2880

References:

1. <http://blogs.wsj.com/economics/2016/05/04/the-rise-of-knowledge-workers-is-accelerating-despite-the-threat-of-automation/>
2. <https://opsdog.com/industries/insurance/workflows/insurance-group-benefits-administration-workflow>
3. <https://opsdog.com/industries/human-resources/workflows/human-resources-employee-relations-general-workflow>
4. <http://www.blr.com/HR-Employment/Health-Safety/Ergonomics#>
5. <https://www.shrm.org/about/foundation/products/documents/onboarding%20epg-%20final.pdf>