

# The Role of Workplace Technology Expectations in Appealing to and Retaining Employees

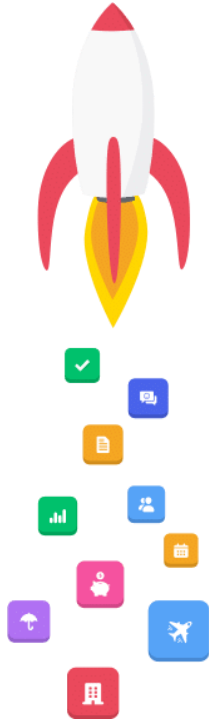
**Presented by:**

**Michelle Coussens | Business Strategist | Plan B Consulting**

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# About GoCo



Our mission is to help small businesses spend **less time on manual HR tasks**, so they can focus on growing **happier, more productive teams**



# Meet the Expert

**Michelle Coussens | Business Strategist | Plan B Consultant**



Michelle Coussens is a frequently sought-after speaker and business strategist for numerous types of organizations on a wide range of topics related to the workplace, including but not limited to talent management, business strategy, and operational effectiveness.

She is a resourceful, resilient, and relentless business professional with demonstrated success in building new programs, driving short-term efficiencies, and improving long-term effectiveness all through innovation, rigor, and courageous leadership.

She has direct experience with a variety of industries, as well as in consulting, education, and not-for-profit organizations. With consistently high participant ratings, her webinars, seminars, and speaking engagements bring practical value to businesses of every size and type.

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# Session Deliverables



- **Improve your work environment from employee experience to business efficiency and effectiveness**
- **Bridge the generational differences in how your workers see and approach work and associated technology**
  - Use technology expectations to your advantage, especially with up-and-coming Generation Z employees
- **Attract new employees and retain your best workers**
  - Enhance worker connectivity and collaboration, whether on-site or in remote work environments
  - Foster a tech-savvy work environment where both employees and candidates feel connected and supported
- **Determine what tech upgrades to institute first, as well as how to weigh associated costs and benefits**

# How Technology Can Enhance Your Work Environment



# Technology is impacting all aspects of business

- **Operations**
  - Reduced cycle times, error rates, and waste
  - Streamlined ordering, delivery and communication
- **Staffing**
  - Flattening of hierarchies, less manual work
  - Use of virtual work and work site flexibility
- **Product development**
  - Lowered time horizon, increased customer input
- **Customer relations**
  - Chatbots and other mechanisms for heightened responsiveness
  - Faster reaction to issues and access to better data
  - Access to new markets and distances
- **Organization-wide**
  - Increased cross-departmental access and communication
  - Better efficiency and effectiveness
  - More and better data depth and access

# **Company benefits of smart technology**

- **Eliminates repetitive internal support processes**
  - Production processes, including composition engines and workflow
- **Sophisticated, mechanized dashboarding, data analytics, and reporting**
- **Affordable, easy access for all sizes of businesses**
- **Fewer manual functions and better access, sharing, and assessment of data to make better decisions while complying with legal and other requirements**
- **Higher accuracy, efficiency, and visibility of data and information**
- **Expedites your company's employee communications**

# How technology can help



## Benefits

- Minimize the amount of manual work
- Reduce the chance of problems, delays, omissions, biases and legal or other inconsistencies
- Frees up time for more strategic work and frees up storage space
- Enhances accessibility from anywhere, any time
- Facilitates secured, encrypted storage

## What can it do?

- Complete forms and entries digitally
- Provide information
- Answer commonly asked questions and/or provide a digital chat agent
- Allow for company-specific workflows based on options/customization
- Provide automated reminders to various participants
- Track and document completion and status of various steps
- Perform data-analytics



# Use tools that can facilitate collaboration anywhere, anytime

- **Facilitate information access**
  - Digitize all company resources (processes, records, supplies)
  - Make use of cloud-based access and storage
- **Implement collaboration tools**
  - Sample types: time-tracking, organizational, productivity-tracking, workflow systems, email/ mailing distribution lists, group calendars, video chats, mind-mapping and flow charts, project management, chat rooms, discussion boards, note-taking repositories, product design workflow and prototyping, AR and VR, and task-management tools.

# Understand the Generational Divide in How Tech is Considered and Used



## Generation Y (a.k.a. Millennials)

Approx. Yrs of birth

1981-1996

Life influences

- Trophies
- **Digital revolution**
- Tween marketing
- Gulf War
- 9/11
- War on Terror
- Oklahoma City bombing
- Columbine
- Dot-com crash
- Housing crash
- Reality tv
- **Social media**
- **Internet**
- Hurricane Katrina
- “Emerging Adulthood”

Values & Attitudes

- Participation
- Individualism
- Parents as friends
- Diversity
- Recognition

Work styles and attributes

- **Reliance on technology**
- **E-communication**
- Multi-tasking
- Requires rationale before doing
- Favors inclusive management
- Expects immediate feedback

# Generation Z (a.k.a. Digital Natives)

Approx. Yrs of birth

1997-2012

Life influences

- **Smartphones**
- Post 9/11 world
- Deep Water Horizon oil spill
- **Online** dating
- Enhanced **social media**
- Proliferation of documentaries
- 2008 recession & long-term unemployment
- Increased education costs/debt
- Influencers
- **Cybersecurity**
- Sharing economy

Values & Attitudes

- Self-directed
- Limited attention
- Social consciousness

Work styles and attributes

- **Avoid calling**
- **Visual learning**
- **Task-switching**
- **JIT learning**
- Quick access & response

- Low tolerance for “grunt” work
- Changes jobs and companies often
- Prefer teamwork

# What motivates these workers?

## Gen X

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- Career security over job security
- Results over work hours
- Flexibility, collaboration, consensus

## Gen Y

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- Evidence/Why
- **Sophistication of your tech**
- Diversity of tasks
- Work/life balance

## Gen Z

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- Sense of physical and emotional security
- Sense of community and world impact/legacy
- **Technology sophistication as a given**

# The role of tech in recruiting and retention especially these generations

- **85% of 2030 jobs don't exist yet.**
  - Continued automation of administrative tasks, skill shortages, shifting workforce populations, and even the questioning value of college degrees.
  - Influence and effects of robotics, 3-D printing, virtual reality, autonomous vehicles
  - As automation increases, employee soft skills increase in relative need and importance.
    - Emotional intelligence, conflict resolution, public speaking, leadership, empathy, ethics, etc.
- **Recruiting: They expect “tech affluence”**
  - 85% of Gen Y job seekers use their smart phones when job hunting (SmartCompany)
  - Have a strong digital presence, automate data collection from LinkedIn and other sources for applications, provide asynchronous interview options, and focus on the virtual candidate experience
- **Retention: They expect real-time access to information, communication, and immediate feedback**
  - Workforce health and safety risk
  - Productivity tools
  - Communication
  - Job training formats and mechanisms

# Options to Better Attract Candidates



# Technology can help

- Employers spend over \$5 trillion on HR technology
- How artificial intelligence and related tools can help:
  - **Early stages of recruiting**
  - **After application**
    - Some tools engage candidates with chatbots, virtual interviews, and game-based assessments
    - **Reduces reliance on traditional (and often inherently biased) factors like university attendance, GPA, and test scores.**
- With more deliberation, transparency, and oversight, some new hiring technologies can also *enhance* the candidate experience, as well as the organization's communication with candidates.

\*(Bersin, 2019-2020)



# Deciding what to automate

- **Holistic CCE platform spanning the entire candidate journey, from position marketing and solicitation to the hiring experience to new employee engagement**
  - Connected with or embedded into existing onboarding and other HR management tools
  - Provision of intelligent workflows and orchestration
  - Central repository of information and updates available to multiple company users
- **Applicant Tracking Systems (ATS)**
  - Store applicant information in a database throughout the candidate pipeline
  - Intuitive career portal providing a positive, appropriate interactive experience
  - Automated application screening
  - Provision and/or storage of recruiting metrics, evaluations, assessments, etc.
- **Features to consider:**
  - Background checks and resume data verification
  - Phone screening voice modulation apps
  - Machine learning algorithms
  - Software programs that highlight stereotypically gendered words

# **Evolving tech can facilitate the process**

- **Create application auto-responses that are still warm and friendly**
- **Candidates can also receive RSS feeds or emails when a role matching their interests becomes available**
- **Use of advanced screening technologies, videoconferencing, and CRM (Candidate Relationship Management) tools**
  - Capability to watch, rate, share, and compare prerecorded video responses from candidates along with their resumes on a cloud-based platform
  - Text interviewing, chatbots, and mobile applications
- **Consider investing in dedicated video interviewing software**
  - Built-in compliance and privacy functionality
- **Candidates may reject your company if your systems and tech processes are slow, antiquated, or confusing.**
  - Also ensure accuracy (e.g. automated emails have correct name and spelling)

# Thoughtfully plan & conduct remote interviews

- **Meeting Stages**

- Advance planning
- Meeting Set up
- Meeting Run
- Meeting Follow up

- **Virtual meetings can be done via audio or video.**

- Prioritize video but offer a dial-in option as well

- **Format:** synchronous or asynchronous

- **Calendar invitations along with email overview**

- How to access and use meeting platform and associated tools
  - Software requirements
- Interview agenda & timeframe

- **Online meeting tools**

- What degree of and type of functionality do I need for this meeting to be successful?
- Can the tool handle multiple interviewers??
- ADA accommodation requirements



# What to consider in incorporating video interviews

## ADVANTAGES



- Accommodate different time zones
- No commute
- Schedule around family presence
- More easily ADA compliant
- Better for those who can't take time off to interview
- Multiple interviewers can participate at the same time

## DISADVANTAGES



- Physical and audio biases
- Background judgment
- Less connective bonding
- Be wary of one-size fits all technology
- Candidates may actually be more self-conscious
- Technology access/sophistication may not be aligned

# How onboarding tech can prep workers for success

- **Today's tech options minimize the amount of manual work**
  - Reduce the chance of problems, delays, omissions, and legal or other inconsistencies
- **What can they do?**
  - Complete legal forms digitally, and in advance
  - Provide information about their department and co-workers
  - Answer commonly asked questions and/or provide a digital chat agent
  - Allow for customized work-flows based on position types or evolving organizational needs
  - Set-up and send automated reminders to various participants regarding assigned onboarding tasks
  - Track and document completion and status of onboarding steps
  - Incorporate videos and/or simulations
- **Leaves more time for socialization and training**

# Tech use in new hire benefits enrollment

- **Combines big data, artificial intelligence (AI), and expert assistance while alleviating the need for as much HR/human interaction**
- **Advantages**
  - Allows employees to discover, choose and use the programs that can best meet their unique needs
  - Increases employee wellness, and consequently productivity
  - Improves employee and employer benefits return on investment
  - Initiates engagement with employees with the right information at the right time
    - Before, during, and after enrollment
    - Mobile-friendly interfaces
- **Automates upfront and follow-on traditional HR activities**
  - Example: automation of eligibility timing rules

# Technological Employee Retention Tactics



# Make use of HR employee support tools

- **Use online self-service portals to conduct a wide range of HR transactions previously conducted via paper transaction**
  - Employee personal data and updates
  - Employee onboarding tasks
  - Benefits enrollment and updates
  - Employee training/e-learning
  - Performance management process entry
  - Time and attendance
  - Access to handbooks, policies, and procedures
- **Incorporate manager self-service (MSS) to also relieve HR of some transactional tasks**
- **Consolidates information creating efficiencies, helps align employees with organizational objectives, enhances consistent communication, and improves productivity improves as employees spend less time looking for the information they need and manually entering data**



# Automate manual HR tasks so you can focus on people



- Eliminates repetitive internal support processes
- Sophisticated, mechanized dashboarding, data analytics, and reporting
- Affordable, easy access for all sizes of businesses
- Less data entry and better access, sharing, and assessment of data to make better decisions while complying with legal and other requirements
- Higher accuracy, efficiency, and visibility of data and information
- Can assist in streamlining routine/mass employee communications
- Artificial Intelligence (AI), in particular, can help
  - Involves ways that computers can do things in lieu of human manual effort
  - Facilitates information access
  - Analytics: using tools to analyze raw data and derive useful insights
  - Data mining: technique for looking for hidden patterns and unknown relationships in data
  - Provides workflow and collaboration tools

# **Tech can ease & improve performance**

- **Reduce the amount of time managers spend on the administrative aspects of employee reviews**
- **Automated alerts for managers on what needs to be done and when**
- **A more consistent, structured, objective performance evaluation process**
- **Alignment of individual goals with unit, department, and organizational objectives and direction**
- **Ongoing access to performance goals and status on a more fluid evaluative basis**
- **Increased relevant and appropriate accountability**
- **User-friendly 360 evaluation capability**

# How to Prioritize What to Do First



# **Optimize your tech platform**

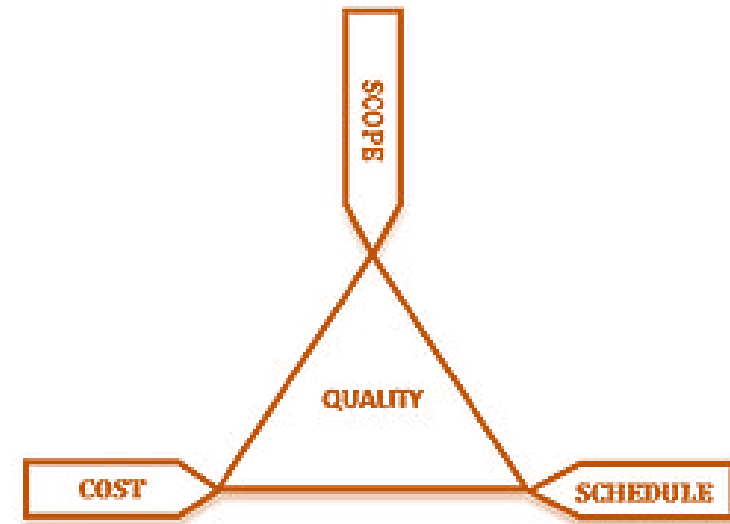
- **Define the expected benefits of your technology in quantifiable terms and how it can help support your people and processes**
- **Continuously evaluate and improve the technology with the objective of continuously streamlining your processes**
- **Establish metrics and systems of measurement to monitor success and performance**
- **Regularly review performance reports and goals to inform your organization's performance dashboard**
- **Periodically evaluate what external tech solutions exist that may assist you**
  - May be less expensive than doing so in-house
  - May provide superior quality in software and support
  - May assist you in staying compliance
  - May provide early warning signs of potential future issues

# Consider tech options relative to...



**Balance your  
priorities against  
available options**

**Consider your  
future needs  
against the  
lifespans of  
options**



# Consider any existing HR tech you already use

- **Review whether your existing technology is:**
  - Working as anticipated
  - Providing additional value
  - Still relevant
  - Cost-effective
  - Meeting employee needs, as well as those of other stakeholders
- **Consider what you already have relative to**
  - Bandwidth, breadth versus depth, and needed expertise
  - Balance of transactional vs. relational needs
  - Life cycle stage of the business
  - State and speed of change in your industry
  - Dispersion in types of company roles/functions, both geographically as well as functionally
  - What to consider outsourcing versus keeping in-house

# Determine net benefits of HR-related tech vendors

- **In purchase decisions**
  - Is the solution user-friendly? Push-based or pull-based?
  - Are there reliable measures that demonstrate how it can benefit your organization?
  - Is it flexible? Can it be easily updated? Expanded?
  - Is customization required to meet your needs? How will that be done? Maintained? Evolve?
- **Conduct cost-benefit analysis**
  - Cost-benefit analysis is used to weigh the financial and nonfinancial costs and benefits.
  - Nonfinancial or qualitative data is often assigned a value.
  - There are many ways to do this, from a simple T-chart to a detailed financial analysis.
  - A “break-even analysis” is done to determine at what point the cost equals the benefit.
- **Consider “soft,” indirect costs, such as:**
  - Transition and change management costs
  - Implementation costs (including time)
  - Potential staff replacement costs

# Today's Takeaways...



## Leverage today's technology options to:

- Enhance productivity
- Empower employees
- Attract the best candidates



# Let's stay in touch!

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