



Moving From PAPER-First To PEOPLE-First HR!

Tracie Sponenberg, SPHR, SHRM-SCP

Chief People Officer

The Granite Group

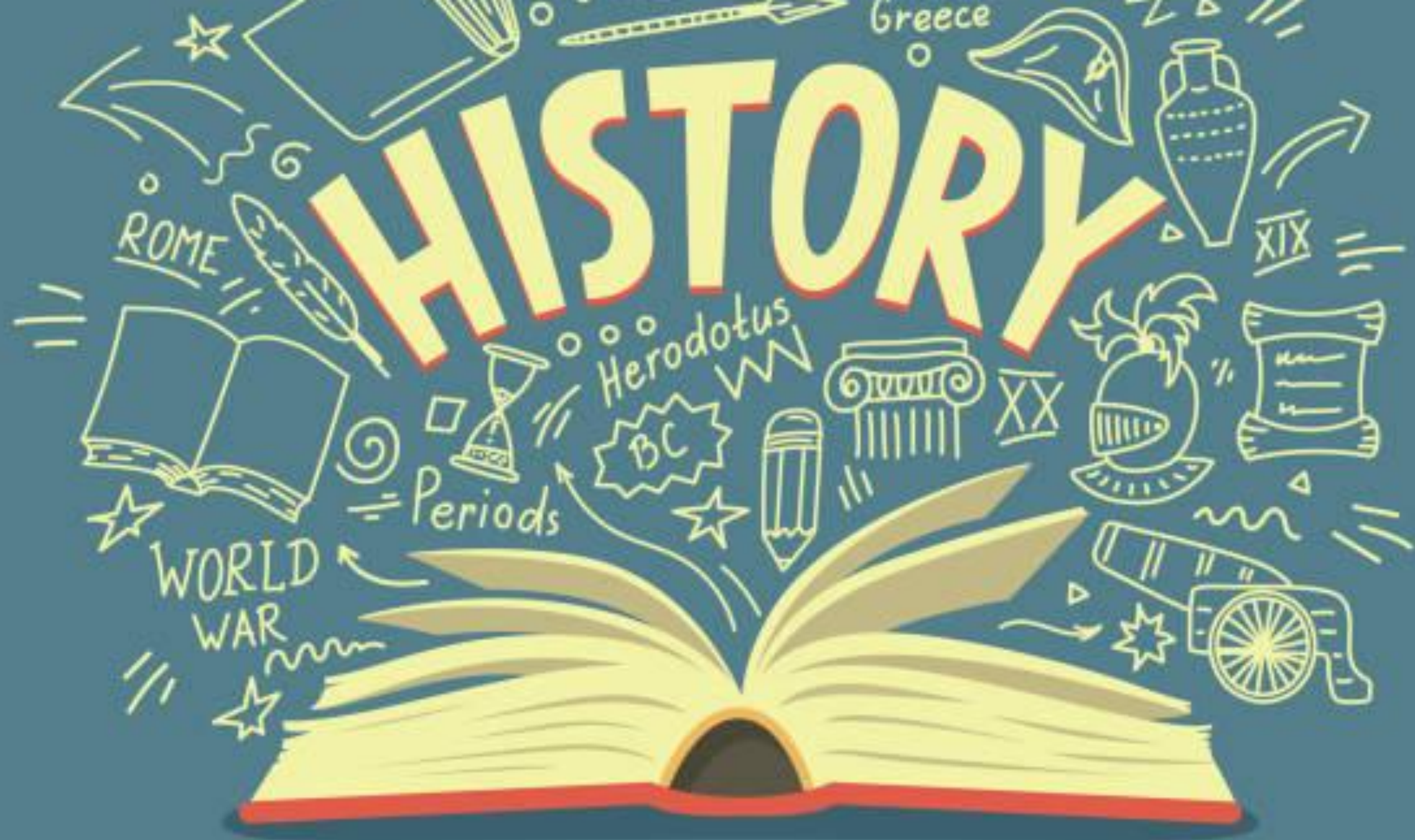


PART ONE:

From Personnel to People Ops

Tracie Sponenberg, SPHR, SHRM-SCP
Chief People Officer
The Granite Group

HISTORY







Human Resources





PERCEPTIONS OF HUMAN RESOURCES

CATBERT, EVIL H.R. DIRECTOR

THE MANDATORY UNPAID
OVERTIME IS IMMORAL.
IT'S DESTROYING THE
QUALITY OF MY LIFE.



Stamps E-mail: SCOTTADAMS@AOL.COM

ALICE, ALICE, ALICE...
COMPANIES ARE
DESIGNED TO MAXIMIZE
STOCKHOLDER VALUE,
NOT EMPLOYEE
HAPPINESS.



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MAYBE THE HEAD OF
HUMAN RESOURCES
SHOULD BE A
HUMAN.



Human
Resources...here to
take your
complaints...and
do nothing about
them.



som^{ee}cards
user card

















**Why do
employees
resent the HR
department so
much?**

Why Employees Hate HR (SageHR)....

- #1 They're usually there to protect the company and not the employee
- #2 They sit miles away
- #3 They don't treat humans as humans
- #4 They threaten employees
- #5 They are very incompetent
- #6 They put more emphasis on policies than on people
- #7 They don't focus on what's real
- #8 They overcomplicate things
- #9 They don't have direct answers
- #10 They are not objective and fair
- #11 They are too involved in office politics
- #12 They focus on nitpicky issues instead of the real problem

....And What You Can Do

Focus on the People

Focus on Increasing Competence

Streamline Processes using HR Tech

*Are you Practicing
Traditional HR
Or
People Operations?*

?

**WHAT IS
PEOPLE
OPERATIONS?**



Traditional Human Resources

- Enforces company policies, ensures compliance with laws and regulations
- Reactive — handles issues when they arise
- Executes directions from leadership
- Works behind the scenes

People Operations

- Creates policies that improve employee experience
- Proactive — continuously working to improve culture
- Serves leadership by providing education and accountability for people-first management in alignment with company goals
- Publicly discusses company culture and values

Key Priorities of People Operations



People First Leadership (From Bonusly's 7 Trends)

"While there are many people-first, forward-thinking, business and tech-savvy HR leaders, I hope that we make 2021 the year that HR finally transitions from paper-first to people-first. And I mean all of HR. If you wake up in the morning and your first thought is on the mountains of paperwork on your desk and not on your people, you need to take a good hard look at yourself first."

People First Leadership (from Bonusly's 7 Trends)

- Are you leading with empathy, kindness, vulnerability, compassion and love?
- Are you having tough conversations about diversity, equity, inclusion and belonging? And more than that, are you doing something about it?
- Are you talking about wellbeing in the workplace? Not just physical wellbeing, but mental health, financial health and social connections?
- Are you giving AND receiving regular feedback?
- Are you a fierce people advocate, willing to put your people before the business?

*How do we see People Ops
Leaders?*

A coach, mentor, guide.....We help our
people grow.

We start with our people. Always.

We are creating an individualized,
personalized employee experience.

We are agile, bold, innovative
risk-takers.

We are empathetic, vulnerable, social
justice and responsibility champions.

We are strategic visionaries.

Above all, we are fierce people advocates.

Where We are
Generally
Comfortable

advising
love
vulnerability
passion
empathy
listening
coaching
people
kindness

Where We Need To Focus

confidence
courage
growthmindset
risk
businessacumen
technology
networking
adaptability

My Story



Beginning The Process of Introducing HR Tech






HR

Understand And Embrace Technology





We Need To Educate Ourselves
It Starts With US.



DESIGN THINKING

A FRAMEWORK FOR INNOVATION

EMPATHIZE

Innovation should be human-centered.

IDEATE

Innovation is born from a clash of ideas.

CONTEXT

FORM

DEFINE

Innovation should solve a problem.

TEST

Innovation should be refined.

PROTOTYPE

Innovation should be brought to life.





HR TECH SOURCING TIPS

- **Get first line team members involved early, and make sure they stay involved**
- **Involve IT early**
- **Know the investment you can make early**
- **Get other key stakeholders involved**



MORE HR TECH SOURCING TIPS

- Your best sources are your HR friends, colleagues and new connections
- Join Facebook Groups (Facebook is for business too!)
- Participate in Twitter chats (#HRSocialHour is amazing!)
- Post pandemic, spend time on the expo floor during SHRM, HR Tech and at other conferences and talk to vendors (now, do this virtually)
- Use vendors themselves as learning experiences. Demos are free, and very helpful! (but take this with a grain of salt)



Helpful Tips

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- Start with the problem you are trying to solve - identify your needs
- You can use a formal process, including RFP
- Make a list of questions and ask them - often, and many
- Make sure to ask about implementation time - this can be helpful
- TIP: Ask about the age of the technology - some old technology can be beautiful on the face, but really a mess behind the scenes

But I Need Help In Finding HR Tech Software!!!

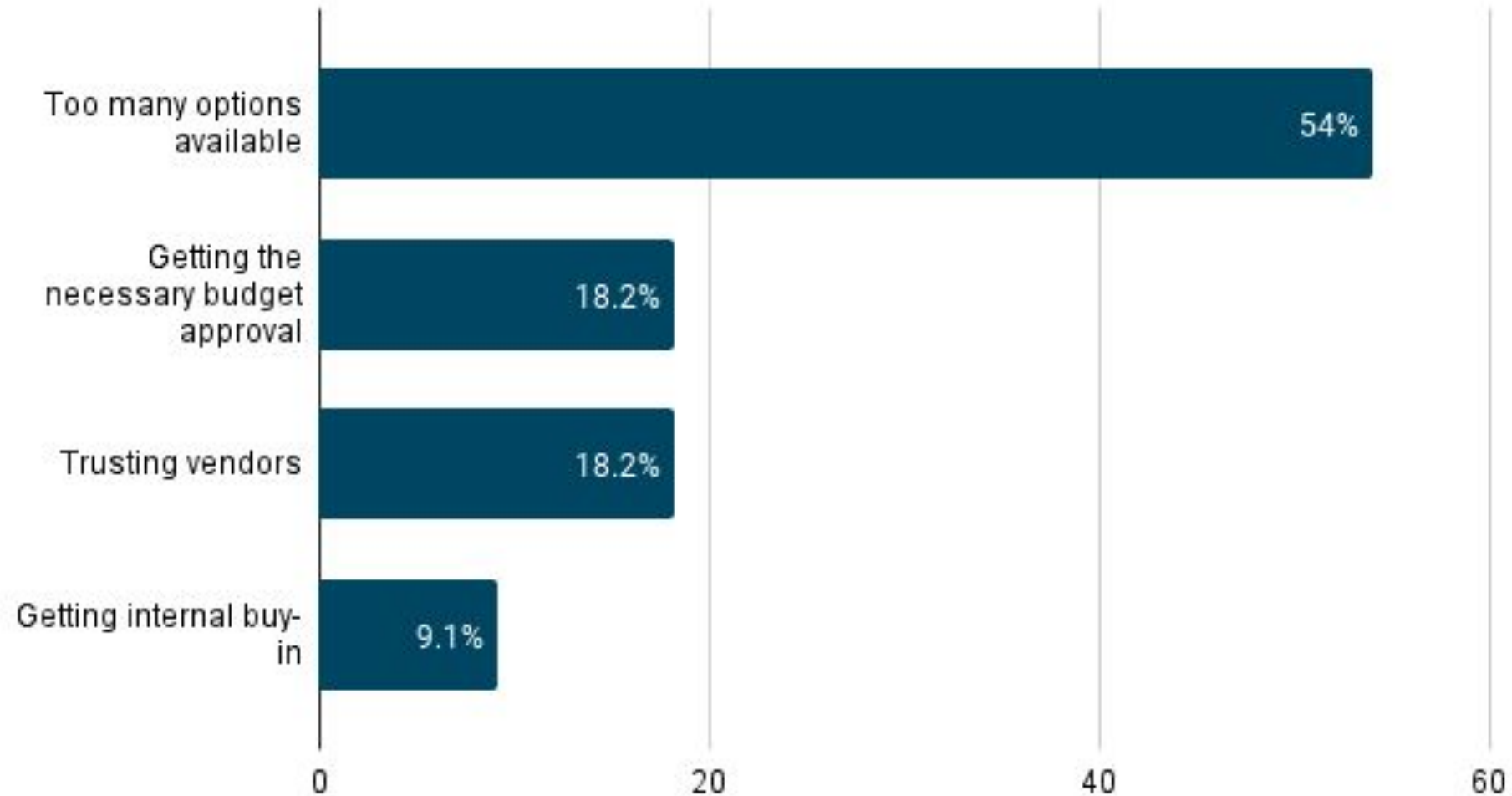


HILA SOLUTIONS

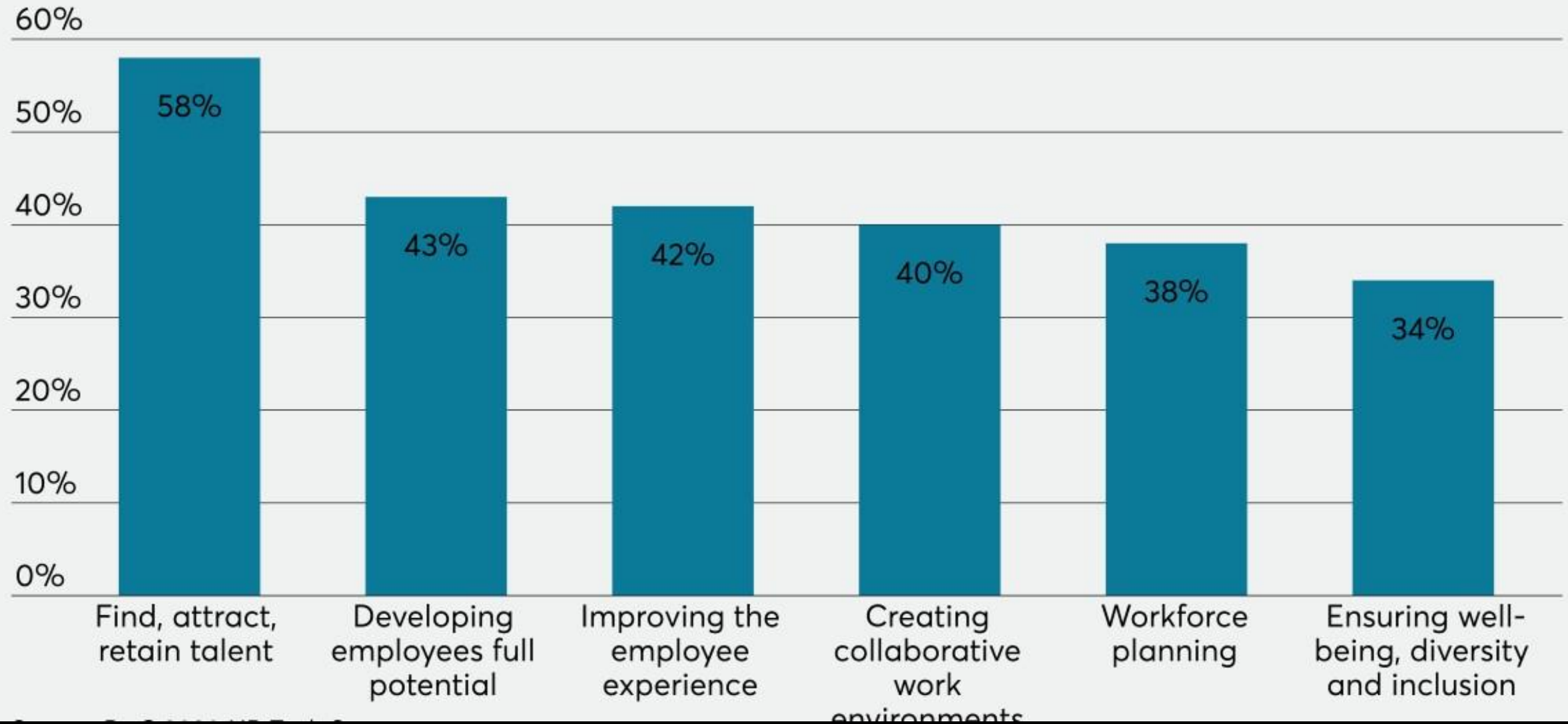


**Staying on top of the latest and greatest
providers**

What's the hardest part about buying HR Tech?



The 6 issues driving HR technology decisions





WHERE TO START??



ATS - if hiring more than 30 people/yr

HRIS

Payroll

Timekeeping (if hourly)

Benefits (through broker or platform)

Performance Management

Onboarding

“Best In
Breed”
VS.
“All In
One”



- Tech should match your culture
- Mine your current technology first - you may have some hidden features that you are not using
- Know how the HR Tech will play with other systems (finance, ERP, etc.)
- If you don't get the answers you want from vendors, translate that into negotiating leverage
- If you sign up for a demo, first you have a discovery call. Tell vendor you have a budget and skip right to the demo
- Less than 25% of organizations involve employees at a high level - engage your team from problem identification to post-implementation



- Pay attention to vendor reps - their likeability plays a large role
- Look at tenure of employees and reps of the vendor on LinkedIn - reps have a lot of choices. Longer tenure speaks volumes
- Look at the culture of the vendor (Glassdoor, indeed, Facebook, LI can help)



The logo for bambooHR, featuring the word "bambooHR" in a white, lowercase, sans-serif font. The "b" is stylized with a small leaf-like shape above it. The background is a solid lime green square.

bambooHR

The logo for freshteam, featuring a red circular icon with a white stylized person figure inside, followed by the word "freshteam" in a lowercase, sans-serif font. The background is a solid white square.

freshteam

The logo for ClearCompany, featuring a circular icon composed of small blue dots arranged in a ring, followed by the word "ClearCompany" in a lowercase, sans-serif font. The background is a solid white square.

ClearCompany

The logo for greenhouse, featuring the word "greenhouse" in a lowercase, sans-serif font. The background is a solid teal square.

greenhouse

The logo for bob, featuring the word "bob" in a lowercase, sans-serif font. The background is a solid red square.

bob

Best HR Tech for up to 1000 employees

*Phil Strazzulla,
selectsoftwarereviews.com*

The logo for UKG, featuring the letters "UKG" in a bold, sans-serif font. The "U" is white, and the "K" and "G" are teal. Below the letters is the tagline "Our purpose is people" in a smaller, teal, sans-serif font. The background is a solid teal square.

UKG
Our purpose is people



HR TECH: 125+ COMPANIES REINVENTING HUMAN RESOURCES

CAREER DEVELOPMENT / COACHING



WORKPLACE CULTURE



COMPENSATION AND BENEFITS



CANDIDATE TRACKING AND RELATIONSHIP MANAGEMENT



FLEXIBLE HIRING



TECH HIRING



CANDIDATE SCREENING / VETTING



COLLEGE / GRADUATE HIRING



HR AUTOMATION



JOB BOARDS / RESOURCES



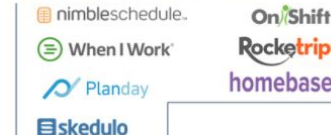
BACKGROUND CHECKING



SALARY COMPARISON TOOLS



STAFFING / SCHEDULING



A low-angle, upward-looking perspective of several modern skyscrapers with glass facades, reaching towards a bright blue sky with scattered white clouds. The buildings are arranged in a way that creates a sense of height and architectural grandeur.

The New Frontier for B2B SAAS Companies: COMMUNITY BUILDING

Phil Strazzulla



HR Tech Space Opportunities (Lars Schmidt & Craig Fisher)

Anything that helps with remote collaboration

Wellness

Engagement

Loneliness

DEIB - making sure people feel included and the culture of your remote workforce is very inclusive

Crowdsourcing is changing how we do things

Communicate through very simple visuals or graphics (Jack Butcher)

According to PwC's Human Resources Technology Survey, the core issues driving HR technology decisions include:

- Finding, attracting and retaining talent
- Developing people to reach their full potential
- Improving the employee experience
- Creating collaborative work environments
- Planning for the workforce
- Ensuring employee well-being, diversity and inclusivity



HR technology focus through 2022

49% Talent acquisition tools

48% Employee experience/
portal layers

46% Skills mapping/
career pathing

45% Intelligent recruiting

45% Intelligent automation
or process automation

37% Business insights

36% Tailor learning journeys

Q: Thinking ahead to the next 12-24 months, which of these areas (if any) are you planning to pursue regarding HR technology? Select all that apply. Base: 594 HR and HR IT Leaders

Source: PwC's HR Technology Survey 2020



Top 7 HR Technology Trends



Mobile-friendly recruitment

Machine learning

Virtual team building activities

Mental health support

Improving the onboarding process

AI in recruiting

Focusing on employer branding

2022 HR TIPS:

Out with the old, in with the new!

OLD

Bi-annually surveying employees to measure employee engagement or other large metrics.



NEW

Frequently polling employees to keep a pulse on employee sentiment, return to work thoughts and how the People Team is helping them feel more at ease.



RewardGateway
the employee engagement people



**JOSH
BERSIN**

HR Technology: 2022 And Beyond

White Collar



Hourly



Senior Leaders



Line Managers



Candidates



Contractors



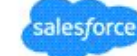
External Network



Alumni



Work Tech: Systems of Productivity



Build
Employee Portals

Build
Career and Mobility

Build
Learning and Wellbeing

Build
Employee Journeys

Build
Surveys Feedback

Build
Employee Communications

Build
Candidate Experience

Employee Experience Systems and Applications

Talent Intelligence Data and Applications

Transactional Talent and HCM Applications

CORE

Senior Geographic
Business Partners



Junior Geo
Bus Partners



Talent Specialists
(HR, recruiting, OD)



Wellbeing, safety, culture,
engagement, recognition



HR Ops, AI and
Bots, Intelligence



Analytics, Monitoring,
Predictive, WF Planning



Comp, Ben,
Rewards



HR Tech, App
development



HR Data Lake



**Manageable Steps to take in moving from
paper-first to people-first**

GROWTH MINDSET

Is Freedom

Persevere in the face of failures
Effort is required to build new skills
Find inspiration in others success
Embrace challenges
Accept criticism
Desire to learn
Build abilities

FIXED MINDSET

Is Limiting

Avoid challenges Give up easily
Threatened by others success
Desire to look smart
Effort is fruitless
Ignore feedback
Fixed abilities





Agency

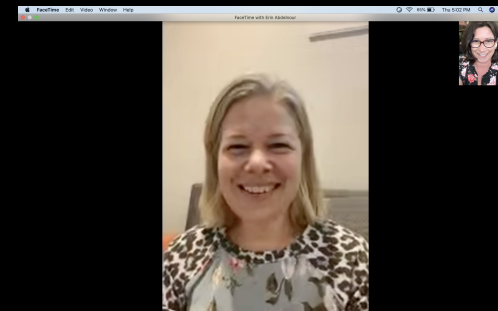
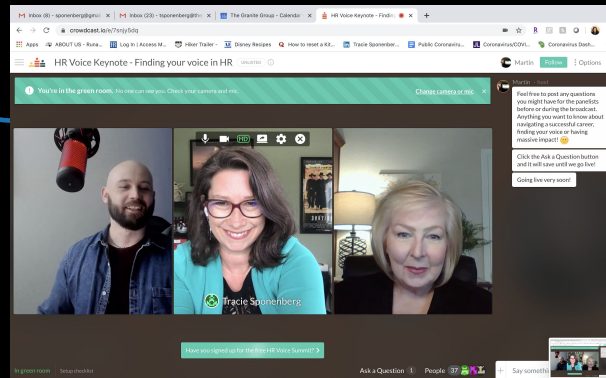
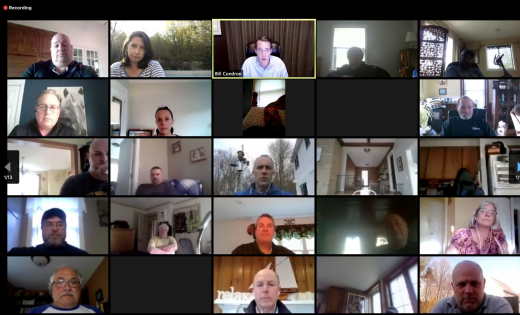




AI







A 3D-rendered puzzle piece, colored orange, is the central focus. The word "TRUST" is embossed on it in large, white, sans-serif capital letters. The puzzle piece is surrounded by other white puzzle pieces, some of which are visible at the top, bottom, and right edges. The lighting creates soft shadows, giving the scene a three-dimensional feel.

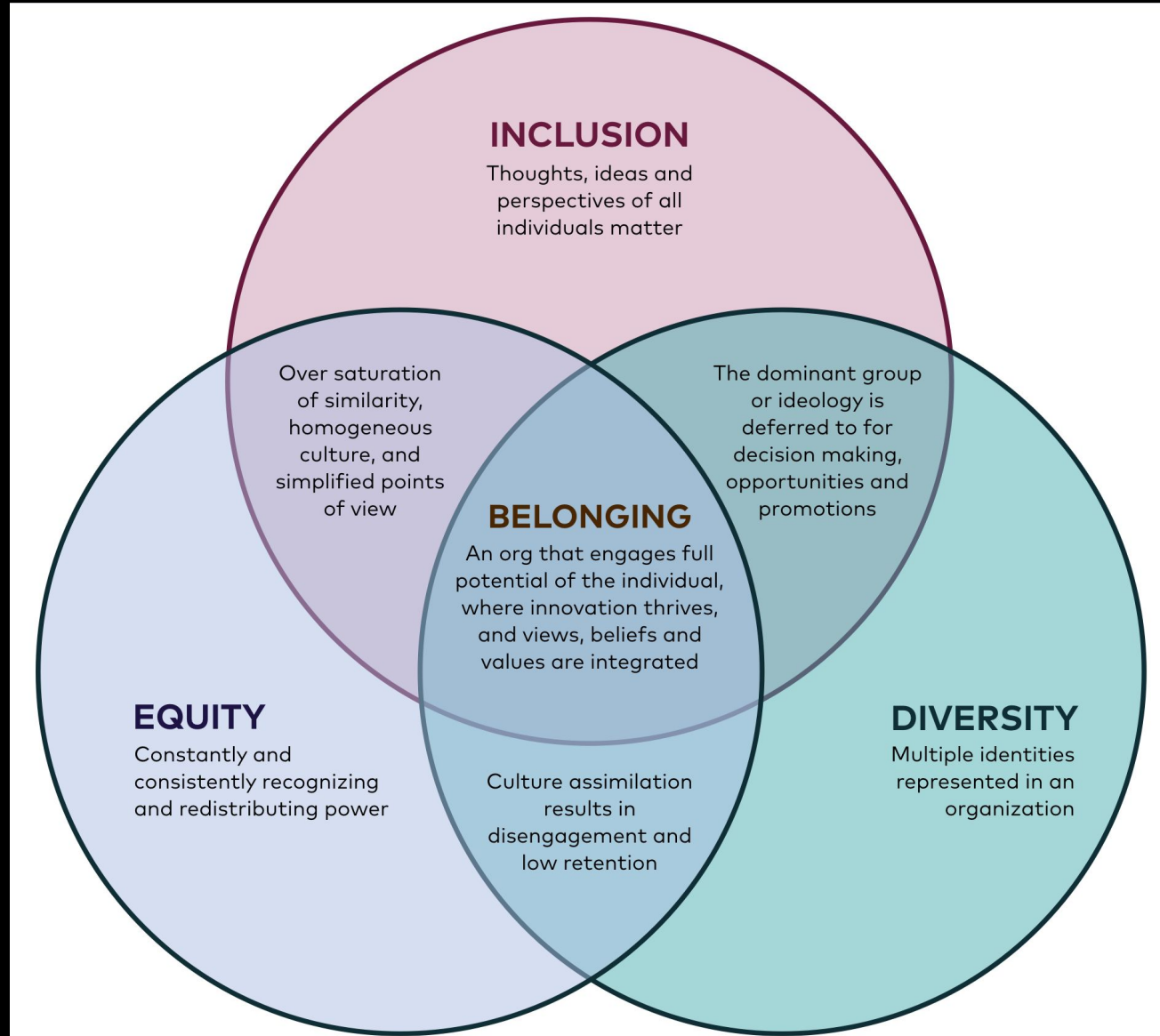
TRUST

BE
brave
TAKE
risk

NOTHING CAN —
Substitute EXPERIENCE

→ PAULO COELHO ←







A close-up of Yoda's face from Star Wars. He has a smug, satisfied expression with a slight smirk. His large, wrinkled green skin and prominent ears are clearly visible. He is wearing his characteristic brown robe. The background is dark and out of focus, showing some vertical lines that might be trees or structures in a forest.

MUCH TO LEARN,

WE ALL STILL HAVE.

improvement knowledge business decision development behavior group strategy talent success performance management coaching person

focused career organizational better general professional assist manage process company change support win communication responsibility emerging meeting planning advisor executive solid design essential

achieve followers vision develop position important teaching function relationship application perspective information empowered delegation share

charisma helping powerful power action advice resources top job variety

administrative analysis talents networks critical individual success coaching partnerships experience challenge leading achievement improve brain

competency task opportunity increase feedback help leader structure

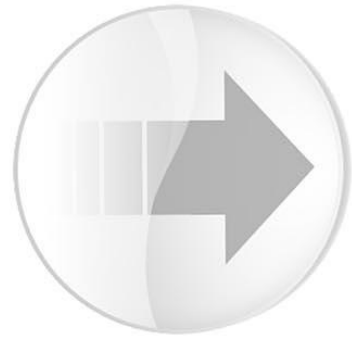
social goals best expertise work psychology thinking management style team understand

working delegating result mentoring empowerment gain

leadership experienced control mental organization developed selling approach

view process person





Updating

70 %



**Why this evolution is so important for the
future of HR**



**Technology
Can Make Us
More Human**

What would it mean to use technology and AI wisely during 2022?

- Leverage data and people analytics to visualize and **understand people and your company**
- Identify top performers and **cultural influencers**
- Make performance assessment more human with **positive ongoing 360 feedback**
- Analyze **valuable data and metrics** to make smarter decisions
- **Become more agile**
- Reconnect work with **human values**

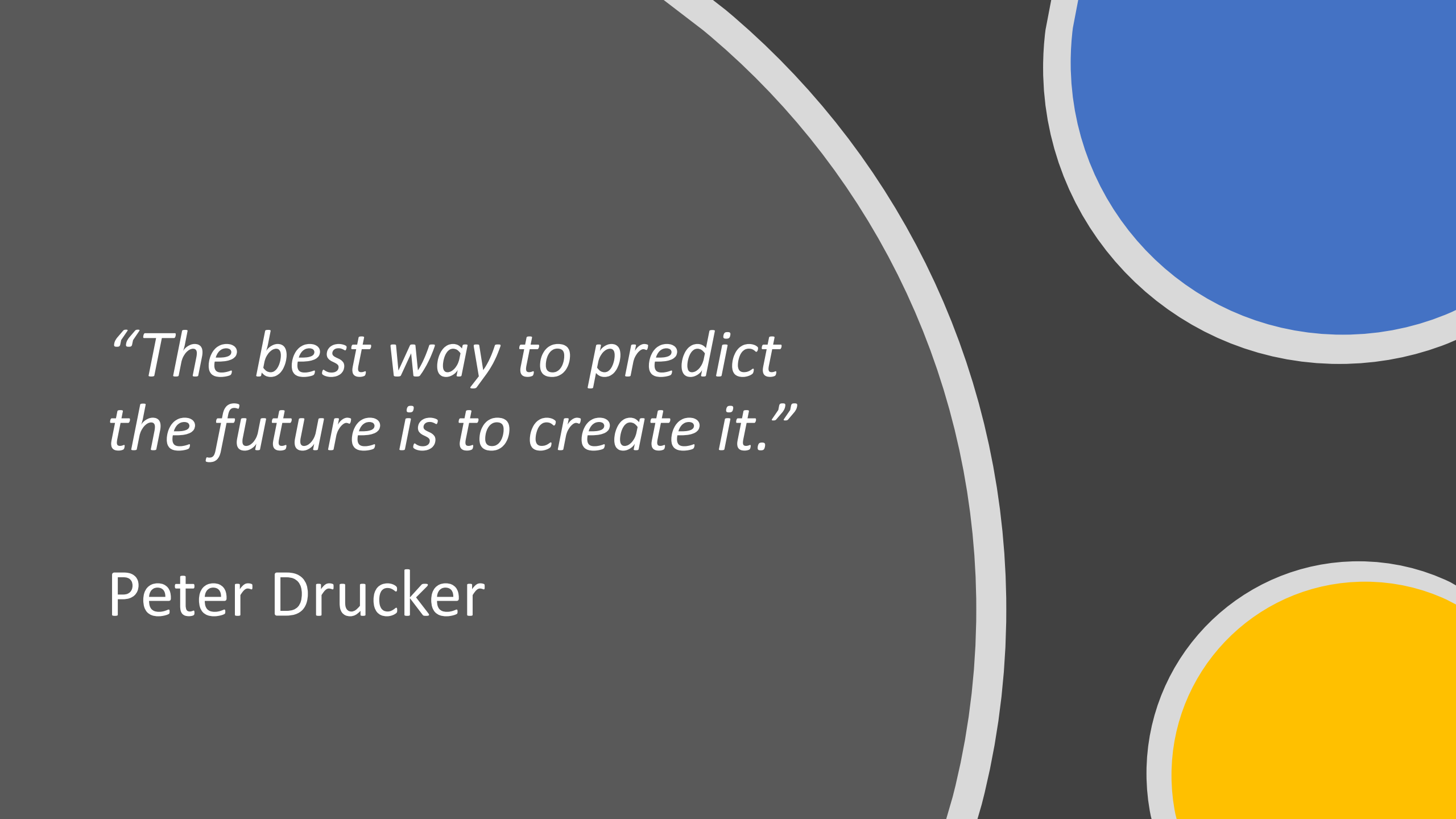




This Photo by Unknown Author is licensed under CC BY-NC

- 80% of U.S. small businesses now use HR software or plan to use it in the next one to two years.
- 6% of companies currently use AI for recruiting to a “high degree,” while 24% responded that they would likely be using AI for recruitment to a high degree by 2023.
- A majority of recruiters (75%) use applicant tracking software to find potential employees, while 79% use social media.
- A majority of employers (97%) plan to increase their investments in recruiting technology.
- During the next few years, 60% of HR departments are expected to invest in predictive analysis, 53% in process automation, and 47% in artificial intelligence.

Source: Zippia.com



*“The best way to predict
the future is to create it.”*

Peter Drucker

A close-up photograph of a small, fluffy dog with white fur and brown patches, lying down in a field of vibrant green grass. The dog's eyes are closed, and its head is resting on the grass. The background is a soft-focus green field.

“Talent Development is the new Learning.”

Victoria Shepard



*HR Departments will be filled with
Data Scientists & Psychologists*

Laurie Ruettimann, “Betting On You”

When Planning HR Tech, remember your PEOPLE FIRST



A close-up photograph of a person's hand holding a small, rectangular, light blue card. The hand is positioned on the left side of the frame, with the thumb and index finger gripping the card. The card is tilted slightly upwards and to the right. The word "Resources" is written on the card in a blue, cursive, sans-serif font. The background is a plain, light gray.

Resources

Redefining HR

"This book has the potential to transform the future of HR. Lars Schmidt is a beacon of light, and his bold vision may well elevate a long-marginalized field into the force for good that it deserves to be."

Adam Grant, New York Times bestselling author of THINK AGAIN and ORIGINALS, and host of the TED podcast WorkLife



THE BUSINESS OF HR ACADEMY PRESENTS

THE FIVE IMPERATIVES

1.) BE A BUSINESS LEADER
1ST & AN HR LEADER 2ND

Know the language of your business, forecasts and metrics used to measure your organization's success. To effectively serve your business, you must know what's important to your business leaders and be able to meet them there.

2.) BE AGILE & ADAPTABLE

STOP being the HR police. Let go of rigid policy and the dogma of being the "vertical." Engage and support your leaders and employees and be there to support and guide them, responding swiftly to internal situations and outside events.

3.) INFLUENCE & INFORM

Use data, experience and instinct to help influence and inform business decisions, especially those regarding your people. Validate and verify your data for accuracy, and interpret data to make meaning and listen to your "gut." By leveraging all 5, you will know forward meaningful insights and ideas.

4.) CREATE PRACTICAL SOLUTIONS

Find what your leaders and people need and be proactive in changing policies, processes, complexity and customer experience is at the forefront, ensuring the focus is always on meeting a genuine request.

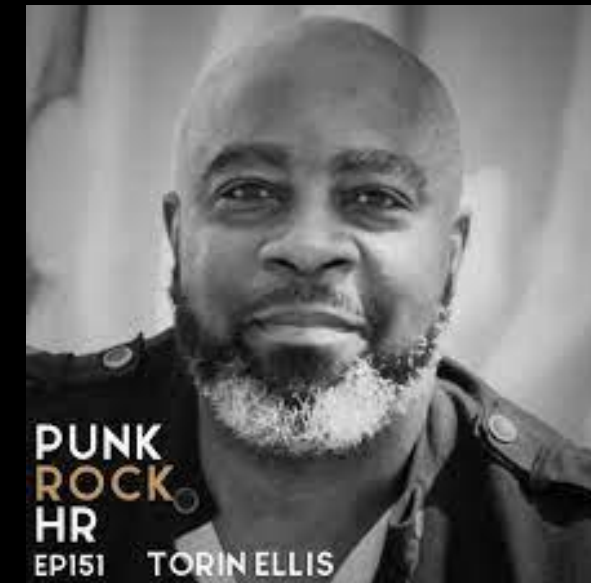
5.) BE COURAGEOUS

Let go of fear culture. Be vulnerable to all you do. Long conversations, many need and every disagreement, every disagreement, is necessary to doing what's right. HR professionals have a responsibility to challenge, protect and lead a team that shows alignment to vision, diversity, inclusion and create a sense of belonging.

EXCERPTS FROM THE 5 IMPERATIVES FOR SUCCESSFUL HR PROFESSIONALS:

Barbie Wintebottom, author
businessforhr.com

SelectSoftware REVIEWS



- 
- Hacking HR Global Online Conference: <https://hackinghr.io/>
 - <https://transform.us/>
 - https://workhumanlive.com/?gclid=EAlaIQobChMIq7G9sL3_6wIVR-DICh1_LQH0EAAYASA_AEgLKYPD_BwE
 - <https://www.hrtechnologyconference.com/>
 - <https://www.onconferences.com/hr-certificate-program>
 - <https://hrsummerschool.org/>
 - <https://disrupthr.co/>
 - #BEHR (Behavioral Economics and Human Resources Summit)
<https://www.eventbrite.es/e/behrr-summit-registration-118564753369>
 - Podcasts: HR Social Hour, Punk Rock HR, HR Rebooted, HR Bytes, HR Redefined



<https://resources.careerbuilder.com/recruiting-solutions/best-hr-technology>
<https://www.hrtechnologist.com/articles/digital-transformation/hr-tech-tools-and-technologies/>
<https://www.managementstudyguide.com/human-resource-information-system.htm>
<https://blog.techmagic.co/top-10-human-resource-technology-trends/>
<https://joshbersin.com/2019/04/is-integrated-talent-management-over-yes-let-talent-experience-reign/>
<https://www.shrm.org/hr-today/news/hr-magazine/1017/pages/getting-hr-tech-vendor-selection-right.aspx>
<https://www.hrtechnologist.com/articles/ai-in-hr/top-hr-tech-trends-2020/>
<https://blog.clearcompany.com/clearcompany-guide-hr-tech-terms>
<https://lhra.io/>
<https://lhra.io/blog/20-hr-technology-acquisitions-mergers-2019/>
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<https://joshbersin.com/big-reset-2020/>
<https://www.selectsoftwarereviews.com/>
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<https://hilasolutions.com/about-us/>
<https://www.selectsoftwarereviews.com/blog/hr-tech-pricing-ebook>



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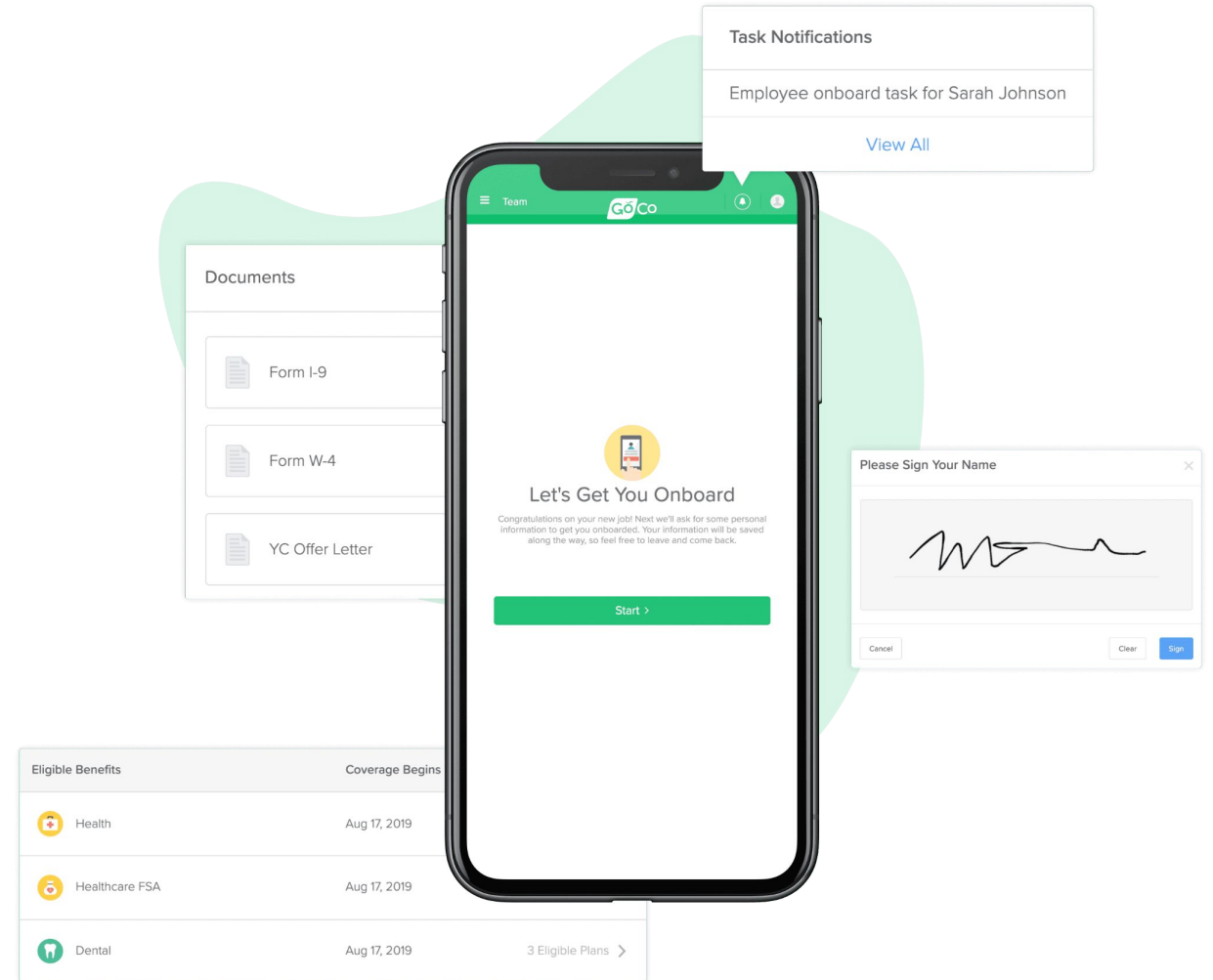
(603) 731-8034

@traciespon






<https://www.linkedin.com/in/traciesponenberg/>

Digital Onboarding in Minutes

- New hires onboard digitally in minutes before they start
- Tasks and due dates are assigned dynamically in GoCo
- Teams are always in sync
- Reminders are automated
- See task statuses at a glance




Employee Onboarding


- ☒ Run Background Check  Due Mar 1
- ☒ Send offer letter to new hire  Due Mar 5
- ☐ Schedule Orientation & Training  Due Mar 5
- ☐ Create an email account for new hire  Due Mar 5
- ☐ Add new hire to payroll  Due Mar 6




Setup email for John Doe
Completed by Tom on Mar 5

Onboarding Checklist for John Doe

☐ Add 

☐ Set u 

☐ Annou 

Expense Report for Emily Garande

Performance Review for Edwin McFly

Promotion Request for Ingrid Queens



Complete self assessment
Completed by Edwin on Mar 5



Review & Approve Promotion
In Progress Assigned to CEO

Thousands of HR teams are automating and streamlining their offboarding workflows with GoCo ❤️





Let's Do Lattes!

Schedule a consultation with a **GoCo** expert and the coffee is on us.

goco.io/coffee

Book & complete your call in the next 2 weeks and we'll send you a Starbucks gift card!