Developing faster processes

The only way to improve performance in HR management is to measure the efficiency and quality of HR management practices and their results. As you know: "What gets measured gets done."

Technology's role in measurement

The current corporate challenges in terms of people management include:
• organic growth;
• merger or acquisitions;
• multi-product and multi-function
• process-orientated organization.

It's difficult to track HR-related data due to constant change, and different local cultures and ways of deploying HR processes. HR managers are demanding more speed and accuracy when requesting people-related information, especially at top level where getting a consolidated view of key HR figures can be a nightmare.

This is when it becomes obvious that technology must help. The good news is that today's e-HR systems not only enable and align HR processes, but also allow us to track HR measures. For example, employees can input their requests and data for e-HR via the web. This information is then instantly available to line and HR managers.

How e-HR supports HR measurement

HR measures can be tracked manually, but the following key areas benefit from the speed and accuracy that e-HR technologies can bring to measurement processes:
1. Recruitment: shortening the time taken to recruit, calculating the percentage match of a candidate's profile to job position profile and interview costs of potential candidates...
2. People administration: calculating holiday allowance and compensation...
3. Competence development: easier identification of competence gaps and key competence levels...
4. Training administration: calculating training costs, analysis of percentage of training linked to competency gap and quality of training...
5. Career and succession planning: identifying areas for improvement of potential successors and percentage of profile match of potential successors...
6. Performance management: analyzing the percentage of the link between corporate vs. individual objectives and performance/bonus level...

Each company will have its own specific needs, but a well-defined e-HR system provides these measures instantly, locally and globally, split by function or business unit.

Tetra Pak's support for e-HR

Tetra Pak, a leading global food packaging company, has deployed a companywide e-HR solution to support key processes such as:
• competence development;
• training;
• management planning;
• performance management;
• recruitment; and
• administration.

It provides a web interface to allow all employees and managers to maintain

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personal data, do evaluations, register for training and apply for or advertize jobs.

HR managers now have access to local or global reports which provide key HR measures such as competence gaps, turnover, rate of internal resource allocation to vacancies and training costs. Using real-time, accurate figures, HR managers can now quickly take action to improve processes and meet their quality and efficiency objectives.

Gauging the important information

However, it's vital to look at which measures really add value because it's easy to lose time analyzing *all* figures coming from e-HR systems. Measuring provides feedback, which helps companies identify how they need to adapt, adjust or change their HR practices. The process is crucial and every HR manager should have the opportunity to access the information at any time.

If well-defined and properly deployed, e-HR is an essential tool to provide these measures and to ultimately improve the HR business.

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