

- 35 Do I Need a CEO Advisory Board?
And How do I Choose the Right One for Me?
- 16 Importance of Wearables to Enable
Employee Wellness
- 41 Facing the Fear Factor in the Workplace

HR Technology Optimizes the Employee Experience

From HCM system selection, handling employee relocation, and disaster preparedness, to implementing fraud prevention measures, mitigating layoff impacts, and establishing leadership models, HR Technology Solutions are tools for enterprise success.



IHRIM



Preparing the Next Generation of HR Technology Leaders



IHRIM membership gives you the tools and connections you need to solve problems and keep your career – and your organization – moving forward.



Continuous Learning:

Access members-only webinars and other educational content.



Preferred Pricing:

Enjoy preferred pricing for IHRIM courses, exams, and certification application and renewal.



Career Opportunities:

Check out our job board for early access to hot opportunities for HRIM/HRIS professionals.

Annual membership is only \$200, with special discounts available for students and other members of the academic community.

Join or renew today!

IHRIM.org/membership



Contents

3rd Quarter 2023

From the Editors

Dan Vander Hey

3

The Perfect HCM, a *fairytale*

By Barbara Buchanan, Vintage Hill Consulting

The search for the perfect HCM. There's one that does way more than you need. And there's one that doesn't quite do everything you need. But is there one that's just right? This article says there is, and implementing it takes a lot of planning and work.

How HR Professionals Should Handle Employee Relocation

By Nancy Zafrani, Oz Moving & Storage

By leveraging technology for logistics and coordination and prioritizing employee well-being and engagement, HR can ensure seamless employee relocation, streamline the relocation process, enhance employee satisfaction, and contribute to the organization's overall success.

Optimizing Employee Experience: Key to Successful International Expansion and Future-Proofing Business Outcomes

By Tirtha Chavan, Salesforce

International development has become a strategic imperative for businesses seeking growth and resilience. But new expansions can fail if companies don't prioritize employee choice, customer expectations, and ethical considerations.

Importance of Wearables to Enable Employee Wellness

By Rakesh Margam

Wearable technologies and the Fused Environment Method boost corporate wellness beyond physical health. These technologies enhance stress management, mental health support, and work-life balance. The outcome boosts employee satisfaction, long-term performance, and productivity by creating a healthy, thriving environment.

Leveraging Data Science for Effective Preparedness – Tracking Workforce Skills for Emergency Response

By Alekhya Achanta

Tracking workforce skills is crucial for effective emergency response. HR leaders are vital in ensuring organizations have the skills to handle unforeseen emergencies. Through the application of data science tools, HR leaders maximize the potential of their workforce, ensuring a swift and efficient response to any emergency.

Seamless Integration: How ERP and GRC Enhance HR Enterprise Application Implementations

By Krishnakumar Sivagnanam, Tech Mahindra (Americas) Inc.

Seamless integration of ERP and GRC in HR enterprise application implementations offers significant benefits to organizations. Organizations that embrace ERP and GRC integration in their HR operations will be better equipped to optimize HR processes, meet regulatory requirements, and make data-driven decisions, contributing to their success and competitive advantage in today's business landscape.

From the IHRIM Chairperson

Dennis Hill, Ph.D., HRIP

40

Mastering Financial Intelligence: Mitigating the impact of Layoffs through strategic budgeting and headcount management

By Shobhit Mittal

This article delves into the art of financial intelligence, emphasizing strategic budgeting and headcount management to mitigate layoffs' drastic impact, exploring layoffs' hidden cost, leaders' role in driving financial intelligence, and the significance of meticulous planning and budget management.

Harmonizing HR Analytics: Addressing Legislative, Regulatory, Data Privacy Requirements, and Fraud Prevention

By Bharath Mittapally

Integrating fraud prevention measures into HR analytics strategies allows organizations to fortify their defenses against illicit activities, protect sensitive data, and maintain compliance. By harmonizing legislative, regulatory, data privacy requirements, and fraud prevention efforts, organizations can navigate the complexities of HR analytics while upholding ethical practices and compliance standards.

Do I Need a CEO Advisory Board? And How do I Choose the Right One for Me?

By Cindy Pascale and Nov Omana, Collective HR Solutions

Given the unpredictable environment and economy, using a peer network, as evidenced by teamwork and collaboration at other levels of the organization, should provide a new outlet for CEOs to share and learn together.

Why Traditional Models of Leadership Fall Short in the 2020s

By Cameron Yarbrough, Torch Leadership Development

As business and the broader social context shift, we want to avoid following leaders resembling General Patton. Instead, we seek leaders who can safely guide us through challenging times by earning our trust rather than exploiting our fear.

The Back Story

Facing the Fear Factor in the Workplace

By Katherine Jones, Ph.D.

While addressing the fear factor at work may seem more elusive than implementing a stopsmoking campaign or an app that encourages employees to get up and move around during their day, neglecting it is costly. What is most important as a first step for HR leaders is recognition of the issue and understanding of the ramifications of a fear-driven environment.

Workforce Solutions Review is a peer-reviewed journal of the International Association for Human Resource Information Management (IHRIM) whose mission is to prepare the next generation of HR technology leaders by advancing the HR technology profession

IHRIM | Workforce Solutions Review
PO Box 1751
Milwaukee WI 53201-1751

Web: <https://www.IHRIM.org>
Content Writers: WSREditors@IHRIM.org
Sponsors: Partnerships@IHRIM.org
Membership: Memberships@IHRIM.org

Managing Editor

DAN VANDER HEY
Spencer-Thomas Group

Design/Prepress

FUTURA PUBLISHING

Associate Editors

ROY ALTMAN
Founder/CEO
Peopleserv

BRIAN BUCK
Senior Director
The Hackett Group

ROBERT GREENE
Senior HCM Value Consultant
Ultimate Kronos Group (UKG)

JEFF HIGGINS
CEO
Human Capital Management Institute

MICHAEL RUDNICK
CEO
Velaku LLC

SIDDHARTH SHARMA
VP for HR Digital Solutions
JP Morgan Chase & Co.

Published quarterly by IHRIM, a nonprofit association, IRS 501(c)6. Publication of ads, articles, or letters of opinion do not constitute nor imply endorsement by the Publisher.

Direct Circulation: 14,000 /issue
Passive Distribution: 39,000 /month
Rates are available upon request.
© 2023 IHRIM. All Rights Reserved.
ISSN 2154-6975

EDITORIAL ADVISORY BOARD

JOSH BERSIN
Principal and Founder
Bersin by Deloitte

SCOTT BOLMAN
Director Business Transformation
Capgemini

YVETTE CAMERON
Global Vice President Strategy
Oracle Corp.

ELENA M. ORDÓÑEZ DEL CAMPO
Senior VP Global Delivery Unit
SAP AG

CHARLES H. FAY, Ph.D.
Professor, School of Management & Labor Relations
Rutgers University

ALSEN HSEIN
President
Take5 People Limited

CARL C. HOFFMANN
Director
Human Capital Management & Performance LLC

JIM HOLINCHECK
VP Advisory Services
Leapgen LLC

CATHERINE ANN HONEY
VP Strategic Partner Relations
Neeyamo

KATHERINE JONES, Ph.D.
Katherine Jones Consulting

BOB KAUNERT
Principal
Deloitte

RHONDA P. MARCUCCI, CPA
VP of Advisory Services
Gallagher

DAVE ULRICH, Ph.D.
Rensis Likert Professor, Ross School of Business
University of Michigan

JULIE YOO
Co-Founder and Chief Data Scientist
Pymetrics Inc.

For advertising and sponsorship, visit
Partnerships@IHRIM.org.

For articles, ideas, and feedback to the Editors contact WSREditors@IHRIM.org.

IHRIM BOARD OF DIRECTORS

Executive & Finance Committees

DENNIS HILL, Ph.D., HRIP, SHRM-SCP, SPHR
Chairman of the Board/CEO
Consortium DeHR

LAURETTA SIGGERS, MBA, CHRM
Vice Chair, Chief Learning Officer (CLO)
Cambridge College

JADE CUDDY, HRIP
Treasurer/Chief Financial Officer (CFO)
Washington Trust Bank

MIGNON HOBBS, HRIP
IHRIM Association Secretary
U.S. Silica Company

MICHELLE GALLA, HRIP
Chief Membership Officer (CMO)
Erie Insurance

NOV OMANA, HRIP
Chief Technologies Officer (CTO)
Technology Review Council
Collective HR Solutions Inc.

Directors & Standing Committees

GLORIA ANTHONY, MBA
Membership
GCA Consultancy LLC

KEIVONNA DOVER, MBA, HRIP
Education
Coco Moms Inc.

KYLE HUFF, Ph.D.
Education
Georgia Gwinnett College

PATTI IPPOLITI, Ph.D.
Leadership Development Council
Columbia University

JULIE JONES, MBA, GPHR
Professional Development Council
Jones Palmetto Consulting

CINDY PASCALE
Membership
CEO Advisory Board

META ROUSSEAU, Ph.D.
Education
Frank's International N.V.

STACEY TITTER
Emerging Technologies
UCLA Health

DAN VANDER HEY
WSR Managing Editor
Spencer-Thomas Group



Dan Vander Hey has contributed to the HCM consulting world for over three decades. As WSR Managing Editor, he occasionally opines on things near and dear to his own work experiences. Dan actively contributes to IHRIM and the HR community as a consultant, champion, coach, and consistent catalyst of innovative ideas to maximize human performance. Vander Hey has galvanized multi-disciplinary teams aligning resources and processes to unfailingly deliver expected results on time and within budget. He has worked in virtually every work environment globally but brings candor and practical focus to achieve remarkable results and develop strong people relationships wherever he goes. He can be reached at Spencer-Thomas Group, where he works as vice president of Advisory Services, Dan.VanderHey@Spencer-Thomas.com.

Welcome to the Q3 Version of *Workforce Solutions Review*. We are excited to welcome nine first-time authors/contributors to WSR this quarter. Our topics cover a broad spectrum of interest areas and will push discovery in new places, so this release will indeed have something for everyone!

What better way to start than with a timeless fable? *"The Perfect HCM"* mixes some myth with solid methodology, while Barbara Buchanan weaves a fun story with some profound lessons learned. Gaining insight on how to find the best HCM solutions is always helpful, but finding a little humor makes the journey even more enjoyable.

Relocation is something we often underestimate in business. Rather than take it for granted or assume everything will work out, Nancy Zafrani from Oz Moving & Storage highlights *"How HR Professionals Should Handle Employee Relocation."* Technology and careful planning can make a difference for the company, employee, and family. The bottom line is that employee relocation is a complex process requiring careful planning and execution, and Nancy highlights some observations that promote success.

"Optimizing Employee Experience: Key to Successful International Expansion and Future-Proofing Business Outcomes" is a fascinating discussion of the implications of international expansion on employees. Author Tirtha Chavan outlines benefits, pitfalls, potential challenges, and actionable strategies and their impacts for smooth employee and business transition during international expansions. A recent study by Wells Fargo indicates that 87 percent of companies believe global development is necessary for long-term growth and success, highlighting the imperative to identify the best approaches.

Earlier this year, we explored the importance of wearables in employee health. Rakesh Margam takes this discussion to the next level with his article on the *Importance of Wearables to Enable Employee Wellness*. Rakesh introduces the Fused Environment Method, an innovative technique that fuses the real and virtual worlds to provide an unsurpassed experience for the user. Don't miss it! You will learn something new in an area where you potentially thought you knew it all!

Being responsive in any situation and crisis – weather, political, social, or economic – is imperative for our world. By leveraging data integration, predictive analytics, machine learning, and natural language processing, HR managers can gain valuable insights into workforce capabilities and organizational flexibility to support companies through any situation. Alekhya Achanta describes how *"Leveraging Data Science for Effective Preparedness – Tracking Workforce Skills for Emergency Response"* enables HR leaders to maximize the potential of their workforce and provide a swift and efficient response to any emergency.

Enterprise Resource Planning (ERP) systems and Governance, Risk, and Compliance (GRC) frameworks are critical components in achieving operational efficiency and compliance, and *"Seamless Integration: How ERP and GRC Enhance HR Enterprise Application Implementations"* provides an excellent overview. Krishnakumar Sivagnanam highlights how organizations that embrace ERP and GRC integration in their HR operations will be better equipped to optimize HR processes and ultimately contribute to their overall success and competitive advantage in today's business landscape.

Financial proficiency is paramount for organizational resilience in our present dynamic business world. With significant economic uncertainty, *"Mastering Financial Intelligence: Mitigating the Impact of Layoffs through Strategic Budgeting and Headcount Management"* is often the difference between success and failure while preserving the organization's most valuable asset – its people. Be sure to read this timely article by Shobhit Mittal and pick up some guidelines on minimizing the impact of layoffs.

In our data-driven world, HR analytics has emerged as a powerful tool for organizations to gain insights and make informed decisions about their workforce. Unfortunately, the volume of data has also posed a significant threat of fraud within HR processes and the analytics they produce. Bharath Mittapally illustrates how data scientists and HR professionals address *"Harmonizing HR Analytics: Addressing Legislative, Regulatory, Data Privacy Requirements, and Fraud Prevention"* by integrating fraud prevention measures into HR analytics strategies while protecting sensitive data and maintaining compliance.

Longtime IHRIM Leaders Cindy Pascale and Nov Omana share first-hand accounts of the value of Advisory Boards in their insightful discussion on *"Do I Need a CEO Advisory Board? And How do I Choose the Right One for Me?"* An advisory board is a group of experts who lend their skills, guidance, and knowledge to an organization (corporation, nonprofit, or association) and offer advice that helps an organization grow and achieve its goals. According to advisory board research conducted by the Business Development Bank of Canada, 86 percent of entrepreneurs with an advisory board say it's had a significant impact on their business, so there's a compelling reason to learn more.

"Why Traditional Models of Leadership Fall Short in the 2020s" states a strong position in the title, and author, leader, and entrepreneurial coach Cameron Yarborough illustrates how a new generation of leaders is displacing the authoritarian leader of the early 2000s by focusing on coaching and mentoring to foster success.

Our regular contributor, Katherine Jones, wraps up this issue with a compelling review of *"Facing The Fear Factor in the Workplace."* The significant impact of fear in the workplace on employees and leaders alike merits extensive study and constructive remediation to stem increasing stress and plummeting productivity.

Finally, I want to echo the sentiment IHRIM President Dennis Hill expressed. Your participation truly enriches our community and strengthens our collective impact in IHRIM. New members and authors stretch the borders of what we know and challenge us as an organization to stay current, think progressively, and find the best in people, processes, and technology!

The Perfect HCM, *a fairytale*

By Barbara Buchanan, Vintage Hill Consulting

This article originated as a blog describing effective HR system selection steps. In researching the content, finding anything new to bring to the topic became challenging. That does not mean, however, that we have it well in hand. We only need to look as far as the Net Promoter Score reported in the November 2022 HRR Tech Satisfaction Survey by i4cp. Of the participating 407 organizations with over 1,000 employees, 10% said, “I would recommend my system to a friend or colleague,” while 58% were dissatisfied enough to disparage their system in conversation potentially. The result? A Net Promoter Score of negative 47.¹

The following was born out of that dilemma. Sometimes a story is worth a thousand articles.

Listen closely as I tell you a tale of a courageous heroine, two evil wizards, three little pigs, a plucky HR team, and the wise and powerful knights who came to town.

Once upon a time, a VP of HR Operations named Goldilocks lived in the Kingdom of Vantage Heights. Now, because Vantage Heights lay in the South, everyone called her Miss Goldy, which she accepted gladly as, all of her life, people had teased her about being the little girl in the Three Bears fairytale – which she certainly was not! Miss Goldy had worked in the Kingdom for under a year, but that was enough to know that something was amiss. Her team was regularly working long hours, using manual processes to complete critical tasks (like weekly short-term disability payments), and the payroll team was printing ongoing off-cycle checks to keep up with weekly performance incentive calculations for the hourly sword forging department. The company had honed its processes as fully as possible. But it was not working, and Miss Goldy felt she knew the reason.

Eighteen years earlier, the wicked fairies, Inertia, and Priorides (get it? – priorities) cast

a spell on kingdoms across the land. This spell forbade the selection of a new HR/payroll system until the day those kingdoms were kissed by the presence of a strong and worthy HR Operations leader. Until that day, the system and manual processes accepted so many years ago would remain unchanged, unchallenged, and destined to continue despite all new technology. Miss Goldy understood the spell but had to try something to save her team and her new Kingdom from the perils of stagnation.

Miss Goldy had one small head start. Before she began leading HR in her prior Kingdom, she was part of a team that had successfully overcome the spell by choosing and implementing a new HCM. She had learned from her leader and from that process. It had changed her, made her bolder and more analytical. She was now ready to lead this challenge and take on the responsibility of selecting a new HCM for her beloved new Kingdom. She might be a strong and worthy leader.

She developed her business case. She built her budget (which included some 3rd party consulting hours as a safety net – though she doubted she would need that.) She submitted both to the Budgeting Committee just in time for the coming fiscal year, and when her project was approved, she was elated. Her team was ecstatic; they imagined a new work life where they could

focus on numerous delayed projects from prior years. They were ready for change.

And so, she set out in search of a new HCM. One that would make work easy, intuitive, and automated. A solution that would do it all at the press of a button.

Part 2 – The one you know.

Miss Goldy had a plan. In her last company, they had a system that worked magically, named **Once Upon a Payday**. She recalled it had all the required functionality, including much missing in their current platform. With a few tweaks, Once Upon a Payday could resolve her team's problems, leaving them *happily ever after*. And so, she contacted the sales rep, inviting them to conduct a demonstration for her team.

She and her team met over the next week to make a list of the functionality they needed in a new system – their wish list. It included all the processes and calculations their current system could not handle. It also had guidelines on Talent modules that were now standard in most new solutions but that her current system lacked. They toiled for days and were proud of the extensive list of requirements they made.

On the demonstration day, everyone was ready and eager in anticipation. The food was good; the coffee was hot, and although the conference room was cold, they donned their coats and sweaters and sat attentively through the demonstration. Oh, the wonders they saw! Everything appeared to be new, colorful, and intuitively organized. The team was enthralled.

"How soon can we get this?" squealed the payroll manager. "Can we implement this before annual enrollment?" asked the benefits manager, almost jumping out of her chair.

But turning the focus back to their list of needs and attempting to hide her enthusiasm, Miss Goldy asked, "How will the system calculate our weekly performance incentives? And will it handle the import and posting of 3rd party payments for tax reporting?"

Like a pin popping a child's favorite balloon, the sales rep answered flatly, "No, I'm afraid not." This system performs only the transactions I demonstrated and nothing more."

Every shoulder on Miss Goldy's team dropped at least 3 inches. "What do you mean?" they asked in unison.

"I mean to say that this system was designed

to address a specific set of HR, benefits, and payroll processing needs, but it cannot be adapted to do anything more, especially in the ways you are asking for. It works for your prior company, Miss Goldy, because this software meets all their needs. I'm afraid Once Upon a Payday does not appear capable of providing the same 'happily ever after' for your current organization," the sales rep responded.

And with that, the heartbroken team dragged themselves out of the room. Would they ever find the perfect HCM for their company? The team understood now that no system works for everyone. They needed to find the right solution just for them. Miss Goldy now knew she needed to take a different approach.

And so, off she went.

Part 3 – A new approach

In her determined way, she went straight to the internet, the keeper of all knowledge, and asked, "What is the best HCM system?" The computer churned with the forces of a million hamsters scurrying to parse the wealth of data held in the massive electronic library called the Internet of Things. She found three that caught her attention at the top of 85 search results. It occurred to her that this number was familiar. How often had the purchasing department reiterated the need for at least three bids – three products and three prices to compare? She, of all people, should know about the power of threes! She felt now that she was on the right track. She sat up straighter and got right to work.

It took a few days, but Miss Goldy put together an email with attachments that sought to describe her Company's needs for a new HCM solution. In addition to the information already gathered, it included a description of their imagined future state -- where all data had a single point of entry, employees updated their addresses, and managers initiated requisitions for job openings. It also included the capability for data across all modules and integrated systems to be updated timely, and where her team required little or no manual intervention to make sure the data was correct. (Remember, this is a fairy tale!)

Miss Goldy sent her wish list and request for proposal to her three potential vendors (called Personnel Information Generators, in that far-off land, or PIGs) and sat back to wait for their responses.

Her team was ecstatic; they imagined a new work life where they could focus on numerous delayed projects from prior years. They were ready for change.

Cinder HCM (“*the perfect fit for your HR needs*”) rang her first. They were excited to respond to the request and anxious to schedule a time for a system demonstration. **Drawbridge** (“*spanning the gap in HCM technology*”) and **Haystack** (“*Delivering your HCM needle*”) were quick to follow with their responses.

Then Miss Goldy received the vendor proposals (“piggy plans”) and got busy pouring over the 100+ pages of information. She read and read and then read some more but was not equipped to compare all of this information to her list of future state requirements. And the cost information – what a mess. She and her team had already spent many hours on this project, and she was staring down at many more potential hours. She was beyond tired and under increasing pressure to break this curse.

At that very moment, she heard a swish and the sound of a tiny twinkling bell in her ear, like a small wand awakening her senses. She immediately remembered the consulting hours she had included in her budget. “Maybe I do need help!” Maybe a consultant who has managed this process before and has practice evaluating HCM systems would provide just the right expertise to drive this project to successful completion,” she said, realizing the magnitude of the work before her.

And so, off she went again – this time resolved to get the help she needed to succeed.

Part 4 – Help Arrives

Miss Goldy had made significant progress in pursuing the perfect HCM solution over the past weeks. She had learned that *no one system works for every organization*. And, having gathered piles of data, Miss Goldy realized that selecting a new system required many hours of work that were no longer tenable for herself or her team. And with that realization, she called in the troops.

Now, by “troops,” I mean she called in Vantage Heights Consulting (“VHC”) because, after all, she was in the Kingdom of Vantage Heights.

They scheduled a meeting that very week. The wise knights (and consultants) of VHC had waged this battle many times before and were fully prepared to battle for Miss Goldy and her team. VHC assured Miss Goldy they would bring the needed bench strength to save them from doing this time-consuming project themselves while also managing the business as usual.

Fortunately for us, they were not starting from scratch. If they were, it would make for a much longer story, and all involved felt that it would not be in the audience’s best interest. So VHC went immediately to work reviewing the work that the team completed. They sorted, organized, color-coded, and finally created a document to beat all documents. For this was a skill in which VHC excelled – this and humility, of course.

The date for a grand tournament was proclaimed, in which all three software systems would compete against each other to see who was most worthy to serve the Kingdom. Each vendor was excited to participate and prove its might. The first to arrive was Drawbridge. The Drawbridge team launched confidently into their presentation, building their case, plank by plank. Automated workflows, intuitive user interface, and outstanding help features were all amazing. Their focus on system security had dug a moat around the system that would be difficult to cross. (Lol, get it?)

But it was not long before they saw that this system would not fully bridge the gap for Miss Goldy’s team. When the topic of off-cycle payroll came around, VHC probed and prodded until, finally, it was evident - their solution was lacking.

“Why that’s worse than what we have today!” exclaimed the payroll manager. “We cannot afford to take a step backward on this.” And the rest of the team nodded in agreement.

VHC’s fine work had saved Miss Goldy and her team from a fate worse than... Let’s say it saved them plenty.

And so, the team agreed that Drawbridge was not the solution to their problems. Miss Goldy and her merry band left the tournament’s first round with heads hanging, hoping for a better outcome tomorrow. But they took with them another important lesson – *sometimes, the functionality we already have is not so easy to duplicate, and that needs to be part of the process.*

Tomorrow, I have to bring a better solution!

Part 5 – Their “Just Right”

Over the past weeks, Miss Goldy and her team have endured several disappointments. Would there be a system just right for them? The grand tournament was still in full swing, and the whole of the Kingdom was eager to see who would win the final round.

VHC asked the remaining systems to

complete challenges such as sorting through large amounts of data and performing annual Talent processes like Performance Management and Salary Planning. Being a sturdy little pig, Haystack quickly and accurately completed the Talent processes efficiently, impressing the team. However, their reporting and analytics were blown away by Cinder, which offered additional, user-friendly tools.

On the other hand, Cinder offered undersized Talent management modules in comparison to Haystack's sturdy showing.

"Why can't we just get it all in one package!" complained the team. "We love both, so how do we choose between them?" (Please remember that Miss Goldy's team was not typically whiny, but this process took its toll on them, so try not to judge.)

VHC had one more trick up its sleeve. "These vendors both have Technical Partners that provide integrated solutions in various areas," they explained. "Let's request that Cinder and Haystack bring the best of their Technology

Partners to support Talent and Reporting, respectively."

And so they set the challenge for the next step. Partners were brought. Demonstrations were mounted. It was as good as any jousting match and almost as nerve-wracking.

Ultimately, Miss Goldy and her team declared Haystack the winner because they had a solid foundation and were willing to look for the tiniest needle to bring solutions for the Kingdom. (And also because hay is more challenging to blow down than one might have believed.)

As for Cinder, although the system was lovely, if the shoe doesn't fit, it's hard to live happily ever after.

Everyone rejoiced, knowing that Haystack would be the perfect HCM for them! And from that day forward, Miss Goldy referred other Kingdoms to VHC because they were the best in all the land. (And someone had to be the hero of the story.)

The end.

Endnotes

¹ Source: *HRR Tech Satisfaction Survey (November 2022)*, Institute for Corporate Productivity (i4cp).

About the Author



As Director of Strategic Services for Vintage Hill Consulting, Barbara Buchanan engages with clients around the task of HCM System Selection. For the past decade, Barb has excelled in leading both large and small HCM projects, showcasing her expertise in conducting business analysis, system selection, and implementation projects. With over 25 years of HR operations and shared services experience, she has a profound passion for empowering individuals and organizations to embrace their HR technology fully. Barb's hands-on leadership approach has been pivotal in working with numerous organizations across diverse industries and navigating through significant organizational changes, such as start-ups, mergers, acquisitions, and dissolution. She can be

reached at [linkedin.com/in/barbarabuchanan](https://www.linkedin.com/in/barbarabuchanan).



How HR Professionals Should Handle Employee Relocation

By Nancy Zafrani, Oz Moving & Storage

Employee relocation is an essential factor to consider in human resources management. If approached with care and efficiency, it can result in seamless transitions, elevated employee contentment, and enhanced organizational effectiveness.

Explore the essential strategies and considerations HR professionals should review when managing employee relocation. We will also highlight the role of technology in streamlining the relocation process and ensuring a smooth transition for employees.

The Role of Technology in Streamlining the Relocation Process

Technology has a critical role in simplifying the relocation process for HR professionals. Digital tools and customized software have dramatically improved employee relocation management, making it more efficient and smoother. Here's a closer look at how technology aids in the relocation process:

Centralized Information Management

Technology allows HR professionals to consolidate relocation-related information into a user-friendly platform. This unified perspective encompasses several pertinent details, such as housing choices, transportation arrangements, educational institutions, nearby amenities, and the cost of living in the prospective area. With this wealth of information readily accessible, HR professionals can relocate employees with comprehensive and current resources, ultimately reducing confusion and fostering well-informed choices.

Communication and Collaboration

Technology allows effective communication and collaboration among HR teams, employees, and relocation service providers. This is made possible through digital platforms that enable HR professionals to effortlessly share updates, documents, and instructions about the relocation process. Real-time communication channels like email, instant messaging, and video conferencing facilitate prompt responses from all parties involved, ensuring a smooth and transparent relocation experience.

Logistics and Coordination

Technology dramatically simplifies the complex logistics and coordination required for employee relocation. Relocation management software is specifically designed to aid HR professionals in effectively scheduling moving services, monitoring shipments, and overseeing vendor contracts. These innovative tools offer a centralized dashboard enabling a comprehensive overview of each relocation, ensuring all tasks are completed within the designated timeframe.

Cost Management

Technology offers valuable assistance in managing expenses during the relocation phase. Using expense-tracking software, HR professionals can effectively oversee and control the costs linked to employee relocations. This maintains adherence to budgetary constraints while enabling enhanced financial planning.

Embracing technology in employee relocation is essential, as it guarantees a more effortless transition for employees and dramatically contributes to the overall success of the relocation process.

Preparing for Employee Relocation

When preparing for employee relocation, HR professionals must proactively engage in understanding the specific needs and requirements of the relocating employee while also *helping them plan their move*. Here's a closer look at the critical aspects of preparing for employee relocation:

Provide Comprehensive Information

This entails providing relocating employees with thorough information about the new location and furnishing details about housing options, schools (if applicable), cost of living, local amenities, and any cultural or legal factors that may be relevant. Equipping employees with this essential knowledge beforehand helps to alleviate uncertainties and enables employees to make better-informed decisions.

Conduct a Thorough Needs Assessment

Conducting a thorough needs assessment ensures that the relocation process meets the employee's unique requirements entirely by understanding the employee preferences, concerns, and any distinctive circumstances they might face during relocation. Through this assessment process, HR professionals can offer personalized support that effectively caters to individual needs.

Issue Timelines and Deadlines

Creating clearly defined timelines and deadlines is imperative to manage to relocate effectively. Human Resources professionals must collaborate closely with employees and other individuals to establish essential milestones. This will help ensure that crucial tasks, including securing appropriate housing, organizing transportation, and transferring utility services, are accomplished within the specified time frames.

Lay Out Appropriate Documentation and Legal Considerations

HR professionals must guide relocating employees through the paperwork and legal obligations of the relocation process. This includes aiding individuals in visa applications, updating their employment contracts, and ensuring compliance with local regulations. By offering transparent guidance and unwavering support, HR professionals can help employees seamlessly navigate the administrative aspects of relocation.

Provide Relocation Assistance

Offering comprehensive relocation assistance is crucial for employee well-being and successful transitions. HR professionals should provide resources and support services such as relocation handbooks, access to relocation specialists, and connections to local community networks. This assistance ensures that employees feel supported and empowered throughout the relocation process.

Thorough preparation and assessment of alternatives are essential to successful employee relocation.

Ensuring Employee Well-being and Engagement

HR professionals must prioritize employee well-being and engagement during relocation to ensure a successful transition. Here are vital strategies for achieving this:

Emotional Support

The relocation process may sometimes bring about immense emotional challenges for employees. Recognizing this, it becomes crucial for HR professionals to foster an atmosphere of understanding and empathy by offering those affected various means of seeking emotional support.

Counseling services or employee assistance programs serve as excellent avenues through which individuals can find solace in expressing their apprehensions while simultaneously receiving guidance tailored toward effectively managing the stress associated with uprooting one's life and starting anew in unfamiliar terrain.

Social Connections

Promoting interpersonal relationships plays a significant role in ensuring employees' successful adaptation to their new work environment. By creating opportunities for socialization, HR professionals effectively orchestrate connections between relocating employees and their future colleagues. These valuable interactions cultivate a feeling of acceptance and significantly contribute to fostering a coherent transition for the employee within the new workplace setting.

Career Development Opportunities

Providing career development opportunities as part of the relocation process showcases the organization's dedication to the growth of its

HR professionals must prioritize employee well-being and engagement during relocation to ensure a successful transition.

employees. Human resources professionals must proactively offer training programs, mentorship prospects, or connectivity to professional networks in the new area. Such endeavors enhance employee competencies and boost their confidence and engagement with new responsibilities.

Health and Wellness Resources

Human resources professionals can support employees' well-being during a relocation by offering valuable resources like gym memberships, wellness programs, or access to healthcare facilities in the new location. This initiative to encourage a healthy lifestyle is crucial, as it aids employees in achieving a good work-life balance and promotes an efficient process for dealing with the difficulties of relocating.

Maintain Ongoing Communication

Regular and open communication is essential to ensuring that employees feel

supported throughout the relocation process. HR professionals should maintain consistent contact, address any concerns promptly, and provide updates on the progress of the relocation. This transparent communication demonstrates care and builds trust with the employee.

These measures play a crucial role in ensuring that employees feel supported throughout their journey so they can confidently navigate the process with empowerment.

The bottom line, employee relocation is a complex process that requires careful planning and execution. By providing comprehensive information, leveraging technology for logistics and coordination, and prioritizing employee well-being and engagement, HR can ensure seamless employee relocation, streamline the relocation process, enhance employee satisfaction, and contribute to the organization's overall success.



About the Author

Nancy Zafrani is the experienced General Manager of Oz Moving & Storage, with 30 years in the industry and a lifetime of knowledge as a New Yorker. She helped grow the company from 3 employees to 200 with 50 trucks and locations across the U.S. Her experience and organizational skills have led to over 500,000 successful moves. She is proud to lead a company that provides the best possible moving experience. You can reach Nancy at nancy@ozmoving.com.

Optimizing Employee Experience: Key to Successful International Expansion and Future-Proofing Business Outcomes

By Tirtha Chavan, Salesforce

Planning the future environment to flex with changes

The COVID-19 pandemic has dramatically reshaped the global business landscape, compelling organizations to reassess their strategies and future-proof their operations. As companies seek new avenues for growth and revenue, international expansion emerges as a crucial imperative. In addition to impacting individual businesses, international development is pivotal in positively impacting the global economy and job market.

Organizations venture into new markets and create new revenue streams and employment opportunities worldwide, fostering economic growth and resilience during economic headwinds and pandemics.

This comprehensive article delves deeper into the implications of international expansion on employees, examining factors such as reduced travel, enhanced customer proximity, employee happiness, cultural nuances, employee choice, support mechanisms, and the importance of futureproofing. This article also outlines benefits, pitfalls, potential challenges, and actionable strategies and their impacts for smooth employee and business transition during international expansions.

Understanding International Expansion and its Significance

International expansion goes beyond merely venturing into new markets; it is about identifying untapped opportunities with high growth potential to expedite revenue growth while optimizing operating margins. By moving closer to their customers through international expansion, companies can improve customer

experience and services while placing employee well-being at the forefront.

A timely global expansion strategy ensures that organizations target the most promising and profitable countries. While economic indicators such as GDP growth are essential, evaluating market competition, talent availability, cultural differences, ease of doing business, and employment legal landscape is equally vital to make informed decisions. (Papagni, 2019)¹

International expansion provides an entirely new market of customers that your business or product can serve, allowing for significant business growth. Understanding the challenges of global expansion and planning well in advance is essential to ensure a smooth transition. (Expert Panel Forbes Councils Member, 2022)²

Common Pitfalls and Potential Challenges

The challenges around conducting business internationally are multifaceted. Navigating the intricacies of employee transitions and employment is a critical aspect to consider when engaging customers on an international scale.

- **Language Barriers and Cultural Norms:** It must be prioritized, as transferred employees interfacing with international customers may encounter hurdles that can impact operational gains and customer experience.
- **Employment Laws:** Varying employment laws and payroll regulations, ranging from 'at-will' to constitutionally protected, can significantly influence hiring, growth, and retention policies for the team.
- **Employee Preference:** In pursuing

international expansion, it's essential to acknowledge that personal preferences and corporate plans may not align perfectly with all team members. As such, finding common ground and ensuring a smooth transition becomes imperative with proactive and transparent communication while supporting employees during the transition.

- **Employee Safety:** Ensuring the safety and security of employees must remain a top priority, given the diverse challenges posed by each country, region, city, and even neighborhoods within cities.
- **Political Stability and FX rate:** Political stability, crime rates, and environmental risks may vary significantly, necessitating meticulous planning and risk assessment. Currency exchange and inflation rates, laws governing business dealings with international entities, trade agreements, and tax implications can all pose significant obstacles.
- **Insufficient Technology Support:** Lack of technology readiness and support during international expansion can lead to poor employee experience and confusion during hiring, onboarding, benefits selection, payroll processing, and commission calculations for sales teams. For example, some countries require employers to translate all employee-facing documents into the local language. Thus, the employer must account for the localization process and systems supporting the local languages while hiring or transferring employees to new markets.

By proactively addressing these challenges, organizations can position themselves for success on the global stage.

Actionable Strategies for Smooth Transitions

Navigating the potential pitfalls and challenges during international expansion demands a proactive approach prioritizing employee experience and support. Organizations can ease the process and improve employee satisfaction by providing employees with choices and assistance

during the transition. This flexible and personalized approach is essential in the post-pandemic landscape, where disruptions have emphasized the importance of employee well-being.

The following actionable strategies can contribute to a smooth employee and business transition during international expansion:

- **Hiring an International**

Team: Building an internationally recognized brand requires a local team to understand what it takes to enter and grow in foreign markets. Partnerships, alliances, and direct hiring can facilitate assembling an international team that can effectively cater to local needs. (Expert Panel Forbes Councils Member, 2022)²

- **Role of Technology and Support**

Resources: Streamlining procurement, employee onboarding, payroll, asset management, and workplace services ensures stellar employee experiences. Investing in training and product feature rollouts in new markets helps overcome linguistic barriers and cultural differences.

- **Change Management**

Strategies: Effective change management frameworks and strategies are critical to navigating organizational transitions during international expansion. Prioritizing employee engagement, communication, and stakeholder management can foster a positive work culture during change. For example: Hosting proactive and regular employee office hours to transparently communicate with the employees and their managers to share a timeline and set expectations on the changes and support provided by the human resources team can reduce the employee pushback and build trust in the organization.

- **Leveraging Diversity and**

Inclusion: Embracing diversity and inclusion in international contexts drives innovation, improves decision-making, and enhances organizational performance during expansion. Encouraging diverse perspectives can lead to creative problem-solving and

better customer understanding.

- **Ethical Considerations:** Addressing ethical challenges related to labor standards, human rights, diversity and inclusion, and corporate social responsibility is integral to responsible international expansion. Operating ethically in global markets builds trust and enhances brand reputation.
- **Geo-political Stability, Taxes & Ease of Doing Business:** Careful evaluation of the target country's stability, tax laws, safety of the employees, and ease of doing business is crucial for informed decision-making. Understanding the business environment and legal landscape is essential to avoid potential complications. For example: Identify whether the jurisdiction has a stable and established tax system that respects precedence and comports with international tax norms (e.g., treaty network, OECD guidelines). It is also crucial to determine if the country has foreign exchange restrictions and how those would impact the organization and tax incentives available with headcount growth or industry, potentially impacting the operating margins.
- **Understanding Employment Laws and Payroll Regulations:** Complying with the new local entity's employment laws and payroll regulations is crucial to avoid legal complications. Expert legal counsel can help organizations navigate the complexities of international employment laws.
- **Researching Target Country's Business and Cultural Norms:** Tailoring offerings to meet the needs of local customers requires an understanding of their preferences and customer expectations. Adapting business practices to local cultural norms can foster stronger customer relationships. Cultural nuances can significantly impact how your organization operates in different countries. For example, customers in Asian countries have different cultural norms than North American or European customers, so the approach and business practices that work in one country may not work in another. (Papagni, 2019)¹

Benefits and Impacts on Employees, Customers, Business, and Economy

Impact on Employees

Employee satisfaction plays a pivotal role in ensuring business continuity and future

growth. Satisfied employees foster resilience, adaptability, and positive customer experiences. A strong link exists between employee and customer satisfaction, underscoring the importance of employee well-being in driving business success. An organization's crucial objective is shifting towards a culture that puts the customer first. The satisfaction of customers and employees should be prioritized as two sides of the same coin. (Chamberlain & Zhao, 2019)³

Content and support employees can deliver personalized and relatable experiences to customers. International expansion with a local presence enables companies to achieve this goal effectively. Instead of bridging time and cultural gaps between customers and remote teams, having employees physically present in target markets fosters trust, deepens business relationships, and contributes to continued success. Employee satisfaction translates into cascading impacts on customer experience and business.

Impact on Customers

- **Early Market Entry & Improved Customer Trust:** When competitors establish a presence in target emerging markets before other companies, they often win deals even if they don't have the best products. Customers tend to choose local competition over remote international teams, emphasizing the importance of a local presence in building trust and winning deals. Thus, expanding in the global market and building a local presence signals an organization's long-term investment in the country and enhances customer trust.
- **Investment in Customer Countries and Reduced Industry Compliance Requirements:** International expansion directly translates to local job creation, fostering innovation through diverse perspectives. In many countries, selling products to highly regulated industries requires strict compliance with industry requirements. A local presence helps alleviate such hurdles and improves the customer experience of buying products and working with teams.
- **Customer Cost-saving & Affordability:** One critical aspect of international expansion is addressing the affordability challenge for emerging market customers. Despite their admiration for

products, foreign exchange headwinds and price sensitivity may make the product unaffordable. By expanding internationally and conducting business in local currency, organizations can mitigate these challenges, reduce the cost-to-serve, and make their products more accessible.

Impact on Business

- **Sales Impact:** Reduced time to market directly impacts the ability to effectuate Annual Contract value growth and mitigate compliance exposure. Local employees who understand the local customers and their needs enhance sales deals' win rates and reduce customer churn.
- **Revenue & Cost Impact:** Tapping into new markets and customer segments can boost top-line revenue and increase market share. Access to local talent helps reduce the cost to book, cost to serve, employee salaries, and travel expenses for sales teams.
- **Risk Reduction:** Spreading business operations across different regions insulates organizations from country-specific risks such as economic recession, war, or political instability. Geographic diversification enhances business resilience and reduces risk created by external factors for the organization.

Impact on the Economy

- **Resilient Economy and Job Market:** Beyond its benefits to individual

organizations, international expansion is crucial in positively impacting the global economy and job market. Companies expanding into new markets create new revenue streams and foster economic growth in those regions. By investing in local talent and resources, organizations contribute to job creation and economic development.

- **Risk Diversification:** During economic headwinds and pandemics, international expansion is a source of resilience for the global economy. Diversifying operations across different regions reduces dependency on specific markets, mitigating the impact of economic downturns in one area. This diversification ensures a more stable and robust global financial ecosystem capable of weathering unforeseen challenges.

Conclusion

In this rapidly evolving landscape, the power of international expansion and a commitment to employee well-being promise a thriving and prosperous future. International development has become a strategic imperative for businesses seeking growth and resilience. But new expansions can fail if companies don't prioritize employee choice, customer expectations, and ethical considerations. By embracing the opportunities presented by international markets and understanding the diverse cultural nuances, organizations can future-proof their businesses and establish themselves as global leaders in their respective industries.

Endnotes

¹ Papagni, F. (2019, December 13). International Expansion Strategy: How to Target Specific Countries. Retrieved June 01, 2023, from <https://bit.ly/47AcnJZ>.

² Expert Panel Forbes Councils Member. (2022, May 10). Expanding Your Business Internationally? 15 Essential Things You'll Need To Do. Forbes Business Council, <https://bit.ly/3OL4nh0>.

³ Chamberlain, A., & Zhao, D. (2019, August 19). The Key to Happy Customers? Happy Employees. Retrieved June 03, 2023, from <https://bit.ly/3DZK4aI>.



About the Author

Tirtha Chavan is an accomplished Business Transformations leader in the Software as a Service (SaaS) industry, boasting over a decade of expertise in unlocking value for millions of global customers, driving long-term strategic growth, and maximizing profitability for Fortune 500 organizations. She is the Director of the Enterprise Transformation Office, focusing on the profitability of Salesforce, the #1 customer relationship management software and the fastest-growing software company in history.

One of her recent notable achievements includes spearheading Salesforce's International expansion, enabling teams to deliver consistent value to global customers while unlocking new strategic global markets that fuel revenue growth. Before this, she built a new revenue stream for Autodesk by creating Tiered Subscription Plans and launching the Premium Plan for millions of global customers. Her expertise and contributions to the industry have garnered recognition and entrusted her with significant responsibilities. Tirtha has been invited as an international award judge, contributing her expertise to recognize outstanding achievements in the industry. She can be reached at <https://www.linkedin.com/in/tirthachavan/> or <https://tirthachavan.com/>.

WEARABLE TECHNOLOGY APPLICATIONS IN THE WORKPLACE



Wearable technologies enable the continuous monitoring of human physical activities and behaviors and physiological and biochemical parameters during daily life.

Some wearable technology applications are designed to prevent diseases and maintain health, such as weight control and physical activity monitoring. Wearable devices are also used for patient management and disease management.

What are the implications of wearable technologies for human resource management solutions? In the following two articles, the authors explore how wearable technologies can promote well-being, prevent health issues, and reduce healthcare costs at work.



Importance of Wearables to Enable Employee Wellness

By Rakesh Margam

Introduction

Health monitors, smartwatches, and fitness trackers are widely used in corporate and hospital wellness initiatives. These tools provide individualized guidance, track development, and keep an eye on health. Better integration of wearable technology is needed. The “Fused Environment Method” blends the physical and digital realms to integrate wearable technology better. This technique produces a fluid real-world virtual user experience that increases engagement and encourages good wellness program behaviors. The Fused Environment Method could improve health outcomes, good behaviors, and health outcomes. It aids businesses in implementing data-driven wellness programs for the workplace and healthcare, which may save healthcare costs by enhancing preventive care and minimizing expensive treatments.^{1,2}

Purpose

The purpose is to provide a thorough knowledge of how wearable technology may substantially influence employee well-being efforts and deliver tailored, data-driven solutions to improve employee health and productivity.³

1. Highlight the Benefits: The goal is to highlight the advantages of using wearable technology in corporate wellness initiatives. This promotion entails discussing how wearable technology may provide real-time feedback, monitor health data, and encourage workers to develop better routines. By highlighting these benefits, organizations may appreciate the importance of incorporating wearable technology into their health efforts.

2. Share Execution Techniques: The objective of sharing is to provide practical

advice on successfully integrating wearable technology into corporate wellness initiatives. These suggestions involve going through the essential procedures and factors to choose suitable wearables, incorporating them into current wellness initiatives, and assuring employee motivation and participation. Organizations may use wearable technology to improve their health by exchanging best practices.

3. Imagine the Future: This future focus goal is to investigate the possible effects of wearable technology on the workplace in the future. New options emerge as people talk about advanced trends, wearable technology breakthroughs, and potential policy and research ramifications. Organizations may proactively alter their health initiatives to take advantage of new possibilities by imagining the future of wearable technology.⁴

4. Create a Wellness Culture: Ultimately, the goal is to highlight the importance of creating a wellness culture at work that is ingrained. By integrating wearable technology, organizations foster a culture that supports worker well-being, promotes healthy habits, and raises overall productivity.

Methods

The Fused Environment Method is an innovative technique that fuses the real and virtual worlds to provide an unsurpassed experience for the user. It has many uses in improving corporate wellness programs, including the Fused Deposition Modelling (FDM) printing process, which is becoming more prevalent. The extraordinary 3D printing process known as FDM printing enables the construction of wearable technological equipment that can intricately create products

to meet the specific requirements of individual workers. The following investigation focuses on ways FDM printing might change and improve corporate wellness efforts.

FDM printing makes it possible to manufacture wearable technological gadgets personalized to meet each worker's unique needs. With meticulous detail, these devices are created to address the custom requirements of individual workers. Smartwatches may be tailored with features that cater to the personal tastes and goals of the user. At the same time, fitness trackers can be meticulously constructed to give the highest comfort and accuracy across various wrist sizes. Organizations can provide wearable gadgets that are highly functional and optimized for the individual's comfort and convenience if they use the possibilities offered by FDM printing.

The capability of FDM printing to produce quick prototypes is one of the most important benefits of this printing method. Traditional approaches often require lengthy design, development, and testing cycles when creating wearable technological gadgets. This procedure, however, may be completed much more quickly thanks to FDM printing, which enables rapid prototyping. Because FDM printers allow for rapid iteration of various designs, features, and functions, businesses may dramatically save time and money often spent on traditional prototype techniques. Because of this efficiency, companies can rapidly improve their wellness gadgets to ensure that they continue to satisfy the ever-evolving requirements of their workforce.

FDM printing has emerged as a viable option for fabricating wearable technological gadgets in an age increasingly characterized by environmental consciousness. Using eco-friendly materials, such as recycled industrial resources, allows businesses to significantly lessen their negative influence on the surrounding environment while fostering a workplace sustainability culture. Because of its flexibility, FDM printing makes it possible to create wearable gadgets that are useful and visually pleasing, encouraging responsible consumption and contributing to the reduction of waste. Using environmentally friendly materials helps cultivate a culture of environmental stewardship and social responsibility inside a company, aligning

corporate wellness initiatives with larger ecological aims.

FDM printing makes integrating wearable technology devices and virtual worlds easier, opening a new field of exciting possibilities. Using this cutting-edge method, companies can manufacture augmented reality (AR) and virtual reality (VR) headsets that seamlessly adjust to various head sizes and shapes. The flexibility to customize these gadgets enables the highest possible level of comfort and immersion, which enriches the virtual experience for workers participating in wellness programs. By using FDM printing, businesses can release the full potential of virtual environments, which in turn helps to encourage engagement, motivation, and general well-being.

FDM printing makes it possible to create wearable technological gadgets that may actively gather vital data on the health and well-being of employees. These gadgets, designed with sophisticated sensors, keep track of numerous elements of an individual's health, including their patterns of physical activity and heart rate, as well as their sleeping habits and levels of stress. Organizations can build these data-driven devices by employing FDM printing, which enables gathering vast health indicators that can be evaluated using advanced machine learning algorithms. Wearable technologies can do this analysis and subsequently provide individualized suggestions. These recommendations may provide workers with practical insights and help them along their path to improved well-being.

Outcomes in Burnout and Health Issues

Wearable technology has the potential to change corporate wellness efforts. It can provide tailored advice, real-time criticism, and virtual coaching to enhance employee health and happiness. Organizations may adopt a data-driven and personalized approach to employee welfare by employing machine learning algorithms and the Fused Environment Method. Wearable technology has the potential to increase physical well-being, offer virtual training programs, provide task-based checklists, assess recovery periods, and gather health data. These devices may also measure motion and motivate employees to live healthier lifestyles. Adopting such

**Wearable
technology
has the
potential
to change
corporate
wellness
efforts.**

Wearable technologies help employees modify their lifestyles and learn about health.

technology enables employees to take control of their health, enhancing wellness and increasing productivity. Companies need to stay on top of the most current trends and advancements in wearable technology to retain the effectiveness and engagement of their corporate wellness programs.⁵

Health Education and Lifestyle

Wearable technologies help employees modify their lifestyles and learn about health. Wearables may promote health education in numerous ways:

- 1. Monitoring Health Metrics:** Wearable devices may track employee heart rate, sleep habits, and physical activity. Wearable gadgets may teach workers about healthy living and highlight areas for development by providing real-time feedback on these measures.
- 2. Virtual Coaching:** Wearable gadgets may give health-based virtual coaching to workers. This coaching may include tailored fitness, diet, and stress management advice. Wearable technologies teach workers good behaviors by tailoring customized recommendations.
- 3. Gamification:** Wearable gadgets may make wellness exercises more fun for workers. Virtual challenges, leaderboards, incentives, and badges are possible. Wearable devices teach workers about healthy living via gamification.
- 4. Incentivizing Healthy Behaviors:** Wearable technologies may encourage healthy habits like taking breaks, keeping hydrated, and getting enough sleep. Wearable gadgets teach workers about healthy habits by offering incentives.
- 5. Health Education Resources:** Employees may access articles, movies, and podcasts on their wearable devices. Wearable gadgets encourage healthier lifestyles by providing staff with instructional resources.

Health Plans and Cost Reduction

Wearable technology adoption by health plans may result in a considerable drop in overall healthcare expenditures. Wearable technology may help to avoid pricey health issues and lessen the need for costly medical treatments by emphasizing preventative care, obtaining real-time data, and boosting patient engagement. The ability to influence behavior, self-report health metrics, provide

individualized suggestions, and gather data in real-time throughout the day are all capabilities of wearable technology. Thanks to wearable technology, employers can now take a data-driven, tailored approach to employee wellness, lowering total healthcare expenditures and improving health outcomes. Businesses must keep up with all recent innovations and breakthroughs in wearable technology to fully use the potential offered by these devices within their health programs.

Conclusion

Finally, wearable technology in corporate wellness programs may enhance employees' health and promote a wellness culture. Wearable gadgets deliver real-time feedback, health data, and personalized counsel to employers. Wearable technology strengthens the Fused Environment Method by seamlessly merging the physical and virtual worlds, creating a more immersive and engaging health experience. Using AR, VR, and other cutting-edge platforms, companies may use the Fused Environment Method to provide virtual coaching, gamify health activities, and build community among their employees. Encouragement to participate, be engaged, and accept responsibility boosts employee engagement and program effectiveness. The Fused Environment Method's machine learning algorithms enable organizations to analyze wearable technology's massive data sets, where subsequent analysis of patterns and trends provides employees with tailored suggestions and insights.

Wearable technologies and the Fused Environment Method boost corporate wellness beyond physical health. These technologies enhance stress management, mental health support, and work-life balance. Virtual worlds effortlessly integrate into the office, allowing employees to access information, engage in virtual fitness programs, and get real-time feedback that addresses employee well-being holistically. Wearable technologies and the Fused Environment Method may transform employer health initiatives by providing companies with data-driven, customized solutions promoting better lifestyles and employee well-being. The outcome boosts employee satisfaction, long-term performance, and productivity by creating a healthy, thriving environment.

Endnotes

- ¹ E. M. Benssassi, J. -C. Gomez, L. E. Boyd, G. R. Hayes and J. Ye, "Wearable Assistive Technologies for Autism: Opportunities and Challenges," in IEEE Pervasive Computing, vol. 17, no. 2, pp. 11-21, Apr.-Jun. 2018, doi: 10.1109/MPRV.2018.022511239, <https://bit.ly/30ZcgAy>.
- ² M. A. A. Mamun and M. R. Yuce, "Sensors and Systems for Wearable Environmental Monitoring Toward IoT-Enabled Applications: A Review," in IEEE Sensors Journal, vol. 19, no. 18, pp. 7771-7788, 15 Sept. 15, 2019, doi 10.1109/JSEN.2019.2919352, <https://bit.ly/45vV0x7>.
- ³ T. Kiryu, T. Moriya, and Y. Mizuno, "Design of wearable units for personal fitting process in a wellness environment," IEEE EMBS Asian-Pacific Conference on Biomedical Engineering, 2003., Kyoto, Japan, 2003, pp. 42-43, doi: 10.1109/APBME.2003.1302574, <https://bit.ly/45aZ69m>.
- ⁴ V. Misra et al., "Flexible Technologies for Self-Powered Wearable Health and Environmental Sensing," in Proceedings of the IEEE, vol. 103, no. 4, pp. 665-681, April 2015, doi: 10.1109/JPROC.2015.2412493, <https://bit.ly/30Yllsc>.
- ⁵ S. Kim, J. We and B. Cho, "A wearable thermoelectric generator fabricated on a glass fabric," Energy Environ. Sci., vol. 7, no. 6, pp. 1959-1965, 2014, <https://bit.ly/47CyfEW>.

About the Author



Rakesh Margam holds a master's degree in computer science from Governors State University. With over ten years of experience as a results-driven healthcare IT technology leader, Rakesh has successfully developed and implemented strategies for integrating digital technologies into healthcare delivery systems. Specializing in Electronic Health Records (Epic Ambulatory and Epic MyChart), Patient Remote Monitoring, Telehealth, and Digital Health, Rakesh has played a crucial role in improving data management, clinical workflow efficiency, and patient outcomes. He is also an entrepreneur, author, and blogger, actively sharing insights on entrepreneurship, technology, productivity, startups, and personal finance while engaging in knowledge sharing and mentorship. Rakesh holds certifications in PMP, AWS, HL7, Epic MyChart, Epic Ambulatory and a bachelor's degree in pharmacy. He can be reached at rakeshmargam9@gmail.com.



feature

Leveraging Data Science for Effective Preparedness – Tracking Workforce Skills for Emergency Response

By Alekhya Achanta

Monitoring workforce capabilities during crises is crucial for organizations to respond effectively. This article explores the importance of tracking workforce skills, the role of data science in achieving this, and the data science tools used for skill tracking. By leveraging data integration, predictive analytics, machine learning, and natural language processing, HR managers can gain valuable insights into workforce capabilities, enabling proactive planning, efficient resource allocation, targeted competence development, and organizational flexibility. Data science-driven talent tracking benefits include better decision-making, proactive planning, talent development and retention, and organizational adaptability. Implementing HRIS, LMS, data visualization platforms, predictive analytics, NLP libraries, data integration, analysis platforms, and collaborative work environments allows HR managers to optimize skills-tracking processes and improve emergency preparedness.

Keywords: *Workforce skills, emergency response, data science, HR leaders, skill tracking, resource allocation, skill gap identification, proactive preparedness, data integration, data analysis, predictive analytics, machine learning, natural language processing, HRIS, LMS, data visualization, predictive analytics platforms, NLP libraries, data integration platforms, organizational agility.*

1. Introduction

Organizations heavily rely on their workforce

during crises to respond effectively and mitigate risks. HR leaders are crucial in tracking and leveraging employees' skills for a swift and coordinated response. This article explores the significance of monitoring workforce skills for emergency response, emphasizing the role of data science and highlighting essential tools for effective skill tracking.

2. The Significance of Tracking Workforce Skills for Emergency Response

In emergencies such as natural disasters, security incidents, or health crises, the skills and capabilities of the workforce become critical for successful response efforts. HR leaders must track and understand employees' skill sets to efficiently allocate resources and deploy personnel where their skills are most needed.

Tracking workforce skills enables HR leaders:

- To identify and address skill gaps: Assessing the skills available within the organization helps identify areas that require additional training or recruitment to address skill gaps.
- Optimize resource allocation: Understanding employees' skills and capabilities allows HR leaders to assign the right individuals to specific tasks or teams, ensuring well-coordinated and effective emergency response efforts.
- Enhance response preparedness: By tracking workforce skills, organizations can proactively plan for emergencies, ensuring they have the necessary skills within their workforce to handle different scenarios.¹

3. The Role of Data Science in Tracking Workforce Skills

Data science provides powerful tools and techniques that significantly aid HR leaders in tracking and leveraging workforce skills for emergency response.

Critical contributions of data science include:

3.1 Data Integration and Analysis:

One of the fundamental contributions of data science in this context is its ability to integrate and analyze data from various sources. HR leaders can pull information from Human Resource Information Systems (HRIS), performance records, training programs, and certifications. By consolidating these diverse datasets, HR leaders gain a comprehensive view of the skills available within the organization.

The analysis of this integrated data goes beyond merely listing employee skills. It allows HR leaders to identify correlations and detect patterns, such as skill clusters, interdependencies between different skills, and the prevalence of specific expertise within various departments or teams. This level of insight aids in understanding the organization's overall skill landscape enabling informed decision-making in emergency response planning.²

3.2 Predictive Analytics for Skill Forecasting:

Predictive analytics leverages historical data to forecast future skill needs accurately. By considering factors such as industry trends, past emergency scenarios, organizational goals, and projected growth, HR leaders can develop models that anticipate the skills required in the future. This proactive approach ensures that the organization is adequately prepared to handle emergencies and can strategically plan for skill development initiatives and resource allocation.

Moreover, predictive analytics helps HR leaders anticipate potential skill shortages and surpluses, allowing them to take preemptive measures to address these imbalances. This could involve organizing targeted training programs or exploring opportunities for upskilling and reskilling employees to meet upcoming challenges effectively.

3.3 Machine Learning for Skill Gap Analysis:

Machine learning algorithms are crucial in identifying skill gaps within the workforce. HR leaders can define the required skills for different emergency response roles, and these algorithms compare them with employees' existing skill sets.

By analyzing the data, HR leaders can pinpoint areas where the organization lacks the necessary skills or expertise to handle specific emergencies. This insight enables HR to make strategic decisions regarding talent acquisition, internal training initiatives, and team restructuring to close these skill gaps effectively.

3.4 Natural Language Processing for Skill Extraction:

Many workforce skills data exist in unstructured formats, such as resumes, performance evaluations, and job descriptions. Extracting and organizing this information manually can be time-consuming and error-prone.

Natural Language Processing (NLP) techniques automate the extraction and classification of skills from unstructured data sources. By using NLP algorithms, HR leaders can efficiently build a comprehensive skill inventory for each employee. This skill inventory becomes a valuable resource for understanding the expertise available within the organization and identifying potential candidates for specific roles during emergencies.

Data science provides powerful tools and techniques that significantly aid HR leaders in tracking and leveraging workforce skills for emergency response.

4. Tools of Data Science for Tracking Workforce Skills

HR leaders can leverage various tools to harness the power of data science in tracking workforce skills effectively.

Essential tools include:

4.1 Human Resource Information Systems (HRIS):

HRIS platforms provide a centralized database for employee information, including skills, certifications, and training records. These systems enable efficient management and analysis of workforce skill data.

4.2 Learning Management Systems (LMS):

LMS platforms facilitate employee training

Endnotes

¹ Broderick, R., & Boudreau, J. W. (1992). Human resource management, information technology, and the competitive edge. *Academy of Management Perspectives*, 6(2), 7-17. [Google Scholar] [Publisher Link], <https://bit.ly/3DZ1ZOU>.

² Olsen, M. (2019). Using data analytics in the management of employees: digital means of tracking, monitoring, and surveilling worker activities. *Psychosociological Issues in Human Resource Management*, 7(2), 43-48. [Google Scholar] [Publisher Link], <https://bit.ly/3OBUTV8>.

³ McIver, D., Lengnick-Hall, M. L., & Lengnick-Hall, C. A. (2018). A strategic approach to workforce analytics: Integrating science and agility. *Business Horizons*, 61(3), 397-407. [Google Scholar] [Publisher Link], <https://bit.ly/446ANlg>.

⁴ Kovach, K. A., & Cathcart Jr, C. E. (1999). Human resource information systems (HRIS): Providing businesses with rapid data access, information exchange, and strategic advantage. *Public personnel management*, 28(2), 275-282. [Google Scholar] [Publisher Link], <https://bit.ly/3qDc3tm>.

programs' creation, delivery, and tracking. Integrating LMS with data analytics capabilities allows HR leaders to monitor skill development progress and assess the impact of training initiatives.

4.3 Data Visualization Tools:

Tools like Tableau, Power BI, or Qlik enable HR leaders to create interactive dashboards and visualizations for workforce skill data. These tools facilitate the identification of skill trends, gaps, and proficiency levels.

4.4 Predictive Analytics Platforms:

Predictive analytics platforms, such as Python libraries (e.g., sci-kit-learn) or IBM SPSS Modeler, enable HR leaders to develop models for skill forecasting and resource allocation. These platforms use historical data to predict future skill needs and optimize resource allocation during emergencies.

4.5 Natural Language Processing (NLP) Libraries:

NLP libraries like NLTK or SpaCy automate the extraction and classification of skills from unstructured data sources. These tools extract skills from resumes, performance evaluations, and job descriptions, streamlining the skill inventory process.

5. The Benefits of Data Science-Driven Workforce Skill Tracking

By leveraging data science tools and techniques, HR leaders gain numerous benefits in tracking workforce skills for emergency response:

- **Enhanced Decision-Making:** Accurate and up-to-date skill data enables informed decision-making, optimizing resource allocation, training initiatives, and recruitment efforts for effective emergency response.
- **Proactive Planning:** Data science empowers HR leaders to proactively plan for

emergencies by anticipating skill needs, developing targeted training programs, and building a resilient and prepared workforce capable of handling crises.³

- **Efficient Resource Allocation:** Accurate tracking of workforce skills enables HR leaders to allocate resources efficiently during emergencies. They can quickly identify and deploy employees with the required skills and expertise for effective and timely responses.⁴
- **Skill Development and Retention:** Data science-driven skill tracking allows HR leaders to identify skill gaps and implement targeted training programs, enhancing employee capabilities, job satisfaction, and retention rates.
- **Agility and Adaptability:** Continuous monitoring of workforce skills enables HR leaders to quickly adapt to changing circumstances and emerging skill needs during emergencies. They can identify real-time skill gaps, redirect resources, and implement training initiatives to handle unexpected situations effectively.

Conclusion

Tracking workforce skills is crucial for effective emergency response. HR leaders are vital in ensuring organizations have the skills to handle unforeseen emergencies. Data science provides valuable tools and techniques for tracking and leveraging workforce skills. By integrating and analyzing data, utilizing predictive analytics, machine learning, and NLP, HR leaders gain valuable insights and make informed decisions for emergency response preparedness. Implementing HRIS, LMS, data visualization platforms, predictive analytics platforms, and NLP libraries empowers HR leaders to optimize skills-tracking processes and improve emergency preparedness. Through the application of data science tools, HR leaders maximize the potential of their workforce, ensuring a swift and efficient response to any emergency.

About the Author



Alekhyia Achanta is an accomplished data professional with 7+ years of diverse experience in data analysis, data ops engineering, business intelligence, and QA analysis. As a thought leader, she leverages data-driven insights for problem-solving and process optimization. With a curious mindset, Alekhyia excels in uncovering valuable insights from complex datasets, driving innovative solutions. Her successful tenure at Tata Consultancy Services showcases automation expertise, excellent reporting skills, and client satisfaction. As a skilled DataOps Engineer at Continental Properties, she builds robust data pipelines, creates interactive dashboards, and fosters collaboration. Alekhyia's passion for education is evident as a STEM tutor, nurturing learning environments. With a Master's in Data Science, she earned prestigious awards from TCS multiple times and 50+ appreciations for her impact on data engineering and business intelligence at Continental Properties. She can be reached at alekhyia.achanta23@gmail.com.



Seamless Integration: How ERP and GRC Enhance HR Enterprise Application Implementations

By Krishnakumar Sivagnanam, Tech Mahindra (Americas) Inc.

Introduction

In today's digital era, organizations constantly seek ways to optimize operations and streamline processes. Enterprise Resource Planning (ERP) systems and Governance, Risk, and Compliance (GRC) frameworks are two key components that play a vital role in achieving operational efficiency and compliance. When seamlessly integrated, ERP and GRC can enhance Human Resources (HR) enterprise application implementations, revolutionizing how HR processes are managed and driving organizational success.

Streamlining HR Processes through Seamless Integration

Integrating ERP and GRC with HR enterprise applications brings numerous advantages in streamlining HR processes. Organizations can automate and centralize various HR functions by leveraging ERP systems. The integration enables seamless data flow and eliminates redundant manual data entry, reducing administrative burdens and improving overall efficiency.

- 1. Recruitment and Onboarding:** By integrating ERP and GRC with HR enterprise applications, organizations can streamline the recruitment process from start to finish. The integration allows for automated job postings, applicant tracking, and resume screening. Candidates' information can be seamlessly transferred from the recruitment system to the HR application, eliminating the need for manual data entry.
- 2. Employee Data Management:** ERP and GRC integration simplifies employee data management by providing a unified

and centralized platform. Employee records, including personal information, employment history, and performance evaluations, can be accessed and updated in real-time. This eliminates the need for multiple data entry points and reduces the risk of data inconsistencies.

3. Time and Attendance

Tracking: Integrating ERP and GRC with HR applications allows seamless time and attendance tracking. Employees' work hours can be recorded and synchronized with the HR system. This integration enables accurate monitoring of attendance, leaves, and overtime hours, eliminating manual calculations and reducing the risk of errors.

- 4. Performance Management:** ERP and GRC integration enhances performance management processes by providing a comprehensive view of employee performance data. Performance metrics, goals, and evaluations can seamlessly link with the HR application, allowing for real-time monitoring and feedback. The integration enables automated performance appraisal workflows, ensuring timely evaluations and facilitating continuous feedback.

5. Payroll and Benefits Administration:

Integrating ERP and GRC with HR enterprise applications simplifies payroll and benefits administration. Employee data, including salary details, deductions, and benefits information, can seamlessly synchronize with the payroll system.

6. Training and Development: ERP and GRC integration enables organizations to optimize training and development initiatives. Training programs, certifications, and skill assessments can be linked with the HR application, providing a comprehensive training record for each employee.

Improving Data Accuracy and Integrity

Data accuracy and integrity are paramount in HR operations, and ERP and GRC integration plays a pivotal role in maintaining reliable HR data. Organizations can achieve data accuracy and integrity by consolidating data from disparate HR systems into a single integrated platform. This integration eliminates data silos and reduces the risk of errors or inconsistencies caused by manual data handling. With synchronized data flows, updates made in one system are reflected across all connected systems, providing a single source of truth for HR information.

- 1. Eliminating Data Redundancy:** When HR data is stored across multiple systems, it often leads to data redundancy and consistency. Integrating ERP and GRC with HR applications allows for centralized data storage, eliminating the need for duplicate data entry.
- 2. Synchronized Data Flows:** ERP and GRC systems can synchronize data flow across HR applications through seamless integration. When changes are made in one system, such as updating employee details or recording performance evaluations, the integration ensures that the updates are automatically reflected in all connected systems.
- 3. Data Validation and Cleansing:** As part of the integration process, organizations can establish data validation and cleansing protocols to ensure data accuracy. This involves implementing automated validation checks and data cleansing routines to identify and rectify errors, inconsistencies, and inaccuracies in the HR data.
- 4. Audit Trails and Data Governance:** Integrating GRC frameworks with HR enterprise applications enables organizations to establish robust data governance practices. GRC tools provide

mechanisms to track and audit changes made to HR data, ensuring accountability and transparency.

5. Role-Based Access Controls: ERP and GRC integration allows organizations to implement role-based access controls for HR data. This ensures that only authorized personnel have access to sensitive HR information. Organizations can protect employee data from unauthorized access or modifications by defining access rights and permissions based on job roles and responsibilities.

6. Data Security Measures: Integrating GRC frameworks with HR applications enhances data security measures. GRC tools provide capabilities for encryption, data masking, and access control mechanisms to protect sensitive HR data. By implementing strong security measures, organizations can safeguard employee information from unauthorized access, data breaches, and cybersecurity threats.

Driving Compliance and Mitigating Risks

Compliance with regulations and mitigating risks are crucial aspects of HR operations. GRC frameworks integrated with HR enterprise applications provide organizations with the tools and capabilities to ensure compliance with legal, industry-specific, and data privacy regulations. Organizations can proactively address potential risks, implement internal controls, and track regulatory requirements by centralizing compliance monitoring and risk management within the HR application. This integration reduces non-compliance risk, safeguards sensitive HR data, and protects employee privacy.

- 1. Regulatory Compliance:** Compliance with legal and industry-specific regulations is a top priority for organizations. By integrating GRC frameworks with HR enterprise applications, organizations can establish a structured and systematic approach to compliance management. GRC tools provide functionalities such as policy management, risk assessment, and control monitoring.
- 2. Data Privacy and Protection:** With the increasing emphasis on data privacy,

organizations must safeguard sensitive HR data. Integrating GRC frameworks with HR applications allows for the implementation of robust data privacy and protection measures. GRC tools provide data classification, access controls, and data breach detection capabilities.

3. Risk Management: Organizations must use effective risk management to detect and reduce potential risks. Organizations can establish a comprehensive risk management framework by integrating GRC frameworks with HR enterprise applications. GRC tools enable risk identification, assessment, and mitigation strategies. Through this integration, HR professionals can assess risks associated with HR processes, such as recruitment, employee onboarding, and performance management.

4. Internal Controls: Integrating GRC frameworks with HR applications enables organizations to implement internal controls to ensure process integrity and minimize risks. GRC tools provide functionalities for control testing, monitoring, and reporting. Organizations can define and enforce internal rules across HR processes by integrating these tools with HR applications.

5. Audit and Compliance Reporting: Integrating GRC frameworks with HR enterprise applications simplifies audit and compliance reporting processes. GRC tools provide functionalities for audit trail management, reporting, and documentation. By integrating these tools with HR applications, organizations can generate comprehensive audit reports, track changes to HR data, and maintain documentation of compliance activities.

6. Training and Awareness: Integration of GRC frameworks with HR applications enables organizations to enhance employee training and awareness regarding compliance and risk management. GRC tools provide functionalities for policy communication, training management, and attestation. By integrating these tools with HR applications, organizations can deliver compliance training programs,

track employee completion, and capture attestation of policy adherence.

Empowering Decision-Making with Integrated Insights

One of the key advantages of ERP and GRC integration in HR enterprise application implementations is the ability to extract integrated insights for informed decision-making. Organizations gain a comprehensive view of their human capital by consolidating HR data from various systems. This integrated data can be leveraged to identify trends, analyze workforce performance, and assess talent development needs.

1. Holistic View of Human Capital:

ERP and GRC integration allows for consolidating HR data from various systems into a single integrated platform. This integration provides a holistic view of an organization's human capital, including employee demographics, skills, performance data, training history, and succession plans.

2. Workforce Planning and Analytics:

With integrated HR data, organizations can perform workforce planning and analytics to align their human resources with strategic goals. By leveraging ERP and GRC integration, HR professionals can analyze workforce trends, predict future talent needs, and identify skills gaps.

3. Performance Management and Talent Development:

Integrated ERP and GRC integration insights can significantly enhance performance management and talent development initiatives. HR professionals can leverage integrated data to assess employee performance, identify high-potential individuals, and determine areas for improvement.

4. Data-Driven Recruitment and Retention Strategies:

ERP and GRC integration enables organizations to make data-driven decisions in recruitment and retention. Integrated insights allow HR professionals to analyze recruitment metrics, such as time-to-fill, cost-per-hire, and source effectiveness. This data-driven approach helps organizations identify the

Organizations gain a comprehensive view of their human capital by consolidating HR data from various systems

Clear communication, involving IT and HR teams, and conducting robust testing are essential to mitigate integration complexities.

most effective recruitment channels, assess the quality of hires, and refine recruitment strategies.

- 5. Succession Planning and Leadership Development:** ERP and GRC integration supports effective succession planning and leadership development. Integrated data facilitates the identification of high-potential employees and critical positions within the organization. By analyzing talent data, HR professionals can identify potential successors for critical roles and develop targeted development plans.
- 6. HR Analytics for Informed Decision-Making:** Integrating ERP and GRC with HR applications facilitates HR analytics, enabling organizations to derive valuable insights from HR data. Through data visualization tools and dashboards, decision-makers can access real-time analytics on crucial HR metrics such as workforce demographics, employee engagement, turnover rates, and training effectiveness.

Challenges and Strategies for Successful Integration

Integrating ERP and GRC with HR enterprise applications presents specific challenges that organizations must address for successful implementation. One common challenge is system integration complexity, requiring coordination between multiple systems and databases. Organizations should develop a comprehensive integration strategy that includes thorough planning, effective project management, and stakeholder engagement. Clear communication, involving IT and HR teams, and conducting robust testing are essential to mitigate integration complexities.

- 1. System Integration Complexity:**
 - a. Challenge:** Integrating ERP and GRC with HR applications involves connecting multiple systems, databases, and technologies, which can be complex and time-consuming.
 - b. Strategy:** Develop a comprehensive integration strategy with clear goals, objectives, and timelines. Engage IT and HR teams from the beginning to ensure alignment and collaboration. Prioritize requirements and define integration

scope to focus efforts on critical functionalities. Utilize experienced integration specialists or consultants to provide expertise and guidance.

- 2. Data Migration and Consolidation:**
 - a. Challenge:** Migrating and consolidating data from disparate systems into the integrated platform can be challenging and prone to errors, resulting in data inconsistencies and integrity issues.
 - b. Strategy:** Thoroughly plan data migration activities, including data mapping, transformation, and validation. Cleanse and validate data before migration to ensure accuracy. Conduct extensive testing to identify and rectify any data-related issues.
- 3. Change Management and User Adoption:**
 - a. Challenge:** Introducing a new integrated system requires changes to existing processes, workflows, and user interfaces, leading to resistance and adoption challenges among employees.
 - b. Strategy:** Prioritize change management throughout the integration process. Communicate the integration's purpose, benefits, and expected outcomes to employees. Early on, involve key stakeholders and end-users to gather input, address concerns, and generate buy-in.
- 4. Ensuring Data Security and Privacy:**
 - a. Challenge:** Integrating HR applications with ERP and GRC introduces potential security and privacy risks as sensitive HR data becomes accessible through the integrated platform.
 - b. Strategy:** Implement robust security measures to safeguard HR data. Ensure compliance with data protection regulations and industry standards. Employ encryption, access controls, and user authentication mechanisms to restrict access to sensitive information.
- 5. Continuous Monitoring and Maintenance:**
 - a. Challenge:** The integrated system requires ongoing monitoring, maintenance, and updates to address evolving business needs and

technological advancements.

b. Strategy: Develop a post-implementation system monitoring, maintenance, and support plan. Establish clear responsibilities and processes for handling system updates, bug fixes, and enhancements. Regularly review and evaluate the integration's performance to identify areas for improvement.

Conclusion

Seamless integration of ERP and GRC in HR enterprise application implementations offers significant benefits to organizations.

Organizations can achieve operational efficiency and enhance HR effectiveness by streamlining HR processes, ensuring data accuracy, driving compliance, and empowering decision-making. However, successful integration requires careful planning, addressing challenges, and adopting best practices. Organizations that embrace ERP and GRC integration in their HR operations will be better equipped to optimize HR processes, meet regulatory requirements, and make data-driven decisions, ultimately contributing to their overall success and competitive advantage in today's business landscape.

References

- ¹ Abdoulmohammad G.C., Feybi A. G., and Mahdiah G. J., (2011). "Enterprise Resource Planning (ERP) Implementation Process: Project Management Perspective," *Advanced Materials Research*, Vol. 338, pp. 152-155, <https://bit.ly/44liTBv>.
- ² Alhalboosi, Faeq Hamad Abed, Suha Jamal Mawlood, and Imad Ali Mahmood Al-halboosi. "Role of ERP Systems in Improving Human Resources Management Processes." *Review of International Geographical Education Online* 11, no. 4 (2021), <https://bit.ly/30Dic0N>.
- ³ Bo Zhao, Chunlei Tu, "Research and Development of Inventory Management and Human Resource Management in ERP," *Wireless Communications and Mobile Computing*, vol. 2021, Article ID 3132062, 12 pages, 2021. <https://doi.org/10.1155/2021/3132062>
- ⁴ Disha Gupta. "20 Best HCM Software & Systems, 2023, <https://bit.ly/3P0Www0>.
- ⁵ Jackson Leonard A., (2010). "Enterprise resource planning systems: revolutionizing lodging human resources management," *Worldwide Hospitality and Tourism Themes*, Vol. 2, Iss 1, pp. 20 – 29, <https://bit.ly/47wwPM5>.
- ⁶ Papazafeiropoulou, Anastasia, and Konstantina Spanaki. "Understanding governance, risk and compliance information systems (GRC IS): The experts view." *Information Systems Frontiers* 18 (2016): 1251-1263. <https://doi.org/10.1007/s10796-015-9572-3>
- ⁷ Patterson, Tom, and CPA Complex Solutions Executive. "The use of information technology in risk management." *Complex Solutions Executive IBM Corporation* (2015). <https://bit.ly/3qCwTsY>.

About the Author



Krishnakumar Sivagnanam, a seasoned professional with two decades of experience in Information Technology, currently serves as a Solutions Architect at Tech Mahindra (Americas) Inc. Krishnakumar has held leadership positions in renowned IT consulting firms, leading the development of innovative solutions and spearheading major initiatives in application modernization and automation. Krishnakumar's passion lies in leveraging disruptive cloud, ERP, and Web technologies using GRC frameworks to build robust systems. In addition to his professional work, Krishnakumar is an active contributor to the IT community. He serves on the judging committee member for prestigious Globee and Stevie awards and mentoring at adplist.org. Krishnakumar was awarded the prestigious Globee Awards and Indian Achievers' Forum. Krishnakumar is an esteemed IEEE Senior Member and RSA Fellow. His analytical approach drives tailored solutions for organizational growth, earning him respect in the IT industry. He holds a Master of Computer Applications from Bharathidasan University. He can be reached at krishcrown77@gmail.com.



feature

Mastering Financial Intelligence: Mitigating the impact of Layoffs through strategic budgeting and headcount management

By Shobhit Mittal

Financial proficiency becomes a linchpin for organizational resilience in the dynamic business world, especially during economic uncertainty. This article delves into the art of financial intelligence, emphasizing strategic budgeting and headcount management to mitigate layoffs' drastic impact exploring layoffs' hidden cost, leaders' role in driving financial intelligence, and the significance of meticulous planning and budget management. Further, the article details effective strategies like interdepartmental collaboration, outsourcing, headcount management, and monitoring marketing expenditures, all contributing to a healthier, more sustainable financial future.

The Mechanisms Behind Layoffs: Cost-Cutting as a Last Resort

Employee layoffs are necessary for organizations to balance their budgets and maintain financial viability. Such steps become inevitable when all other cost-saving avenues have been explored. While these measures – including layoffs, employee benefit reductions, curtailed travel expenses, structural reorganizations, and outsourcing – are typically viewed as temporary solutions until the company's financial health recovers, they predominantly come into play when a company's operational costs, 70%-90% of which are employees' salaries, become unsustainable.

The Hidden Costs of Layoffs: Long-Term Impact on Organizations

Layoffs bolster an organization's financial standing. However, the long-term impacts

reveal a different story. Layoffs often stall research and development, increase product time-to-market, and slow innovation – all factors essential for future revenue growth and profit. Beyond financial considerations, the reputational damage to companies can be considerable, tarnishing relationships with current and potential employees. For example, several prominent firms, including Morgan Stanley, Lyft, Stripe, Snap, Opendoor, Meta, and Twitter, experienced significant workforce reductions in 2022 and 2023, costing them financial terms, trust, and goodwill. Additionally, severance packages – including 2-4 months' salary, health benefits, and additional pay based on tenure – add a significant short-term burden, as seen with Amazon's \$640 million severance payout in early 2023. The fundamental goal of these strict measures is to achieve long-term business objectives and align with the future of work.

Financial Intelligence: A Vital Skill for All Leaders

Drawing from a decade of experience, I've observed that the distribution of financial knowledge within an organization is not uniform across all leaders. Often, the attention of these leaders is focused primarily on their core responsibilities, such as product launches, marketing, sales, etc. As a result, they may need to pay more attention to the importance of financial budgeting for their departments, which can lead to issues in the long term, particularly in situations involving significant hiring demands.

A common misconception within

organizations is that financial management is solely the domain of the Finance department. However, the impact of short-term and long-term financial planning, especially headcount and budget, is far-reaching. The cost of headcount, constituting approximately 70-90% of operational expenses for any business, underlines the importance of careful long-term planning. Every leader within an organization has a fiscal budget and financial plan to adhere to. Leaders must manage these resources and consistently communicate their significance to their teams. Doing so can effectively unify all members towards a common financial goal. Leaders should closely monitor several vital areas directly related to their functions. These include hiring costs, quarterly budgets, marketing expenditures, the balance between outsourcing and hiring, travel expenses, customer spending, and team event costs. The cumulative cost associated with these factors can be considerable, and regular tracking is crucial to ensure adherence to the financial plan. Regular interaction with the Finance and business operations teams is also essential to ensure leaders fully comprehend their financial standing and are equipped to manage any challenges that may arise during the year.

Mitigating Layoffs with Superior Financial Planning and Budget Management

Crafting a robust financial vision is only part of the equation for averting layoffs; efficient budget management and vigilant tracking in the decision-making process are equally crucial. A budget serves as a pathway for businesses to attain financial stability through consistently updating and monitoring results and expenditure flows. Leaders should measure their outcomes against set objectives and implement proactive adjustments as necessary. Below are a few critical strategies for leaders to consider when planning and monitoring a fiscal year budget:

1. Interdepartmental Collaboration: Building an Effective Budget Plan

Leaders should team up to devise a comprehensive budget plan for each fiscal year and establish performance agreements to solidify targets across departments. Budget planning and headcount management challenges often necessitate leaders to make continual

adjustments throughout the year in response to organizational needs and economic fluctuations. Nevertheless, this process not only imparts clarity to leaders but also gives them responsibility over their specific budgets. Budget planning should consider future needs, factoring in current gaps, upcoming product launches, sales targets, and resource requirements while also considering past spending trends for each department to manage and limit budget growth.

2. Crafting a Sound Financial Strategy: The Key Role of Robust Budget Management and Monitoring Results

Consistent budget tracking is pivotal in creating robust business operations that enable the organization to navigate expenditure challenges and develop strategies to overcome financial difficulties.

The Essentials of Budget Tracking: Outsourcing, Strategic Headcount Planning, and Marketing Expenditures

a. Outsourcing: A Strategic Approach to Cost Efficiency

This is an expenditure that companies should monitor on a monthly and quarterly basis. It allows companies to hire specialized talent for specific projects, with the advantage of controlling costs based on project requirements. Companies can terminate contracts if financial challenges arise without affecting full-time employees.

b. Headcount Planning: Balancing Business Goals with Workforces Management

This plays a crucial role in the process, allowing businesses to strategically plan and manage their workforce to meet immediate performance goals while preparing for future successes. Since employee costs account for 70-90% of operational expenditure, companies should carefully consider at what level and where they hire. Globalizing the workforce is vital to managing

Leaders should measure their outcomes against set objectives and implement proactive adjustments as necessary.

spending and averaging costs, which can assist with strategic decisions during economic downturns. Other important factors related to headcount management include:

- **Attrition Insight:** Effective monitoring of employee turnover provides a crucial perspective on the relationship between recruitment and attrition, aiding organizations in comprehending their progression aligned with their objectives. When formulating a financial forecast, it's essential to consider decay attentively. It is a vital tool in assessing potential fiscal savings that could be garnered throughout the year, especially when a company is contemplating layoffs.
- **Hiring Freeze:** Organizations often postpone implementing a hiring freeze until necessary. Regular collaboration with the business planning team and finance department is vital in this scenario, aiding in strategic decision-making such as initiating a hiring freeze, discontinuing non-critical projects, restructuring resources, and focusing on projects with high revenue potential.
- **Delayed Job offers:** This strategy involves pushing future spending by delaying hiring dates, potentially saving significant amounts for the organization.
- **Workforce Distribution:** A critical aspect that companies should strategize for is their employees'

balanced placement across low and high-cost locales. Such a strategy necessitates considerable operational management and is a time-intensive endeavor. Managing their operations across various nations is relatively more manageable for multinational corporations, but setting up this structure takes time for smaller firms as it is tied to expansion necessities. Nonetheless, incorporating this approach into their hiring architecture is imperative for all businesses, as it aids in cost distribution and minimizes cash expenditure.

c. Marketing Expenditure: A Key to Sustainable Business Growth

Whether related to market intelligence projects, sales initiatives, customer spending, or events, these expenditures should be tracked monthly/quarterly to keep spending within limits. The need for marketing expenditure should be carefully evaluated based on the criticality of projects and organizational priorities, aligning with the company's short and long-term financial and business objectives.

Conclusion

Mastering financial literacy and implementing strategic budgeting and headcount management can help organizations mitigate the impact of layoffs. A clear understanding of financial implications and proactive planning can prevent undue financial strain and preserve the organization's most valuable asset – its people.

References

<https://bit.ly/3QlgpKs>

About the Author



Shobhit Mittal, a prominent financial management and business operations professional, is currently contributing his expertise to Dell. His career, distinguished by over a decade of experience with Fortune 100 companies and innovative startups, has been marked by numerous successful undertakings in business strategy/planning, financial analysis, and process optimization. Beyond his core role, Shobhit passionately contributes to the broader industry dialogue. He actively reviews esteemed business journals, utilizing his expertise to enrich scholarly discussions. Serving as a mentor at CRIYA, he helps to shape future leaders.

At the same time, his participation as a judging committee member for the Globee Awards and Reimagine Education allows him to impact industry norms. Shobhit's impressive career is underpinned by a solid academic foundation: an MBA from the University of Rochester, Simon Business School. He can be contacted at shobhitmittal89@gmail.com.



Harmonizing HR Analytics: Addressing Legislative, Regulatory, Data Privacy Requirements, and Fraud Prevention

By Bharath Mittapally

Introduction

In today's data-driven world, HR analytics has emerged as a powerful tool for organizations to gain insights and make informed decisions about their workforce. However, as organizations harness the potential of HR analytics, they must also navigate a complex landscape of legislative, regulatory, and data privacy requirements. Companies must address the ever-present threat of fraud within HR processes similarly. This article explores the considerations of data scientists and HR professionals in harmonizing these demands and ensuring fraud prevention remains a central focus. By integrating fraud prevention measures into HR analytics strategies, organizations can fortify their defenses against illicit activities, protect sensitive data, and maintain compliance.

Addressing Legislative, Regulatory, and Data Privacy Requirements

In the ever-changing data-driven landscape, businesses face a critical challenge in preserving privacy rights and data integrity. They must navigate the complex web of Legislative, Regulatory, and Data Privacy Requirements to do so. These pillars hold immense significance in data science, shaping how data is collected, processed, and protected.

Addressing Legislative, Regulatory, and Data Privacy Requirements means ensuring all data activities comply with laws, regulations, and privacy standards set by governing bodies and industry guidelines. Legislative requirements encompass laws protecting individual rights and public welfare. Regulatory requirements govern

industries to maintain standards, safety, and fair practices.

However, the most crucial concern is data privacy requirements. Safeguarding personal information has become increasingly important as data has become a valuable commodity. With regulations like GDPR and CCPA, organizations must obtain consent, implement robust security measures, and offer individuals control over their data.

HR Analytics

At its core, HR analytics is applying data analysis and statistical techniques to HR-related data to gain insights and make data-driven decisions about various aspects of workforce management. By collecting, organizing, and analyzing vast amounts of employee data, HR analytics enables organizations to understand their workforce better, optimize HR strategies, and drive business performance.¹

HR analytics includes but is not limited to the following areas:

- Recruitment and talent acquisition
- Employee Performance and Engagement
- Learning and development
- Compensation and benefits
- Diversity and inclusion
- Employee retention.

HR analytics uncovers patterns, trends, and relationships within HR data, providing valuable insights for decision-making, using advanced analytical methods and tools, such as data mining, machine learning, and visualization.

The significance of aligning fraud prevention practices with legal requirements cannot be overlooked or minimized.

Role of Regulatory Frameworks in HR Analytics and Fraud Prevention

The impact of legislative and regulatory frameworks on fraud prevention efforts in HR analytics cannot be overlooked. These frameworks establish guidelines, standards, and requirements that organizations must adhere to prevent fraud and protect employee data privacy. Not adhering to these regulations may result in legal consequences, reputational damage, and financial penalties. Therefore, organizations must understand the impact of legislative and regulatory frameworks on fraud prevention and align their HR analytics practices accordingly.²

Relevant regulations intersect with HR processes, and organizations must be aware of and comply with them to ensure effective fraud prevention. Some examples of such rules include:

1. Anti-Money Laundering (AML) Laws:

Anti-Money Laundering (AML) laws aim to prevent the use of illegally obtained funds and combat money laundering. In HR analytics, organizations must comply with AML regulations when conducting due diligence during the hiring process, verifying employee identities, and monitoring financial transactions related to employee compensation or benefits. This ensures that organizations are not inadvertently involved in fraudulent activities or money laundering schemes.

2. Healthcare Regulations (e.g., HIPAA):

In the healthcare sector, regulations such as HIPAA, The Health Insurance Portability and Accountability Act, regulate the protection of patient health information. HR analytics must ensure compliance with these regulations to protect sensitive healthcare data and prevent fraudulent activities related to healthcare benefits or insurance claims. By adhering to HIPAA regulations, organizations demonstrate that they are dedicated to ensuring the privacy and security of data.³

3. Data Protection and Privacy Regulations:

The General Data Protection Regulation (GDPR) applies to the European Union, while the California Consumer Privacy Act (CCPA) applies to California consumers. California imposes strict requirements on collecting, storing, and processing personal data. HR

analytics must comply with these regulations to safeguard employee data, prevent unauthorized access or disclosure, and mitigate the risk of fraudulent activities stemming from data breaches. Compliance with data protection and privacy regulations helps organizations build trust with employees and ensures responsible handling of personal data.

4. Industry-Specific Regulations:

Certain industries have specific regulations that intersect with HR processes and require organizations to implement fraud prevention measures. For example, the financial sector must comply with laws like the Sarbanes-Oxley Act (SOX) and regulations issued by monetary regulatory authorities to prevent fraudulent financial reporting or unauthorized access to sensitive financial data. Adhering to these regulations helps organizations maintain the integrity of financial processes and prevents fraudulent activities that can have severe consequences.⁴

The significance of aligning fraud prevention practices with legal requirements cannot be overlooked or minimized. By integrating legal requirements into HR analytics strategies, organizations can establish robust fraud prevention measures that meet regulatory standards. This alignment minimizes the chances of non-compliance, legal penalties, and reputational damage. Additionally, it helps organizations foster a culture of ethical conduct, data privacy, and accountability, promoting trust among employees and stakeholders.

Maintaining Data Privacy and Security for Fraud Prevention

Maintaining data privacy and security is vital for effective fraud prevention within HR analytics. Protecting the confidentiality, integrity, and availability of HR data is crucial to prevent unauthorized access, manipulation, or misuse of data for fraudulent activities. Data privacy and security measures are the foundation for building trust with employees and ensuring compliance with regulatory requirements.

Strategies for Securing HR Data

To prevent fraud-related incidents and safeguard HR data, organizations should implement robust data security strategies, including:

1. Encryption:

Employ encryption techniques to protect HR data both at rest and in transit. Encryption ensures that even if data is compromised, it remains unreadable and unusable to unauthorized individuals. Robust encryption algorithms and critical management practices should be implemented to protect sensitive HR data.

2. Access Controls:

Implement strong access controls and user authentication mechanisms to limit access to HR data. Examples include role-based access control (RBAC), two-factor authentication (2FA), and privileged access management.

Potential Types of Fraud that can occur in HR Processes

Fraudulent activities can pose significant risks to organizations, undermining the integrity of HR processes and compromising valuable people and financial resources. In the context of HR, several types of fraud can occur, including:

- 1. Identity Theft:** Identity theft in HR processes involves the unauthorized use of personal information, leading to financial losses and reputational damage.
- 2. Falsified Qualifications:** Fraudulent misrepresentation of qualifications can lead to poor hiring decisions, lower productivity, and legal liabilities for organizations.
- 3. Time Theft:** Time theft involves employees manipulating work hours or attendance records for unauthorized compensation, including buddy punching and extended breaks.
- 4. Ghost Employees:** Ghost employees, added to the payroll system by insiders with HR system access, lead to unauthorized payments and financial losses for organizations.
- 5. Unauthorized Access and Data Breaches:** Unauthorized access to HR systems enables fraudsters to manipulate or misuse employee data, leading to unauthorized modifications, data disclosure, and potential data selling to external parties.
- 6. Vendor Fraud:** Employee-vendor collusion leads to kickbacks, inflated invoices, and personal benefits in procurement processes.
- 7. Benefits Fraud:** Employees commit benefits fraud by providing false claim and expense information or misrepresenting eligibility for additional help.

Importance of Incorporating Fraud Prevention Measures into HR Analytics Strategies

Effective fraud prevention measures are essential for organizations to address fraudulent activities within HR processes proactively. By integrating fraud prevention measures into HR analytics strategies, organizations can achieve the following:

1. Early Detection and Prevention:

Combining HR analytics with fraud prevention measures enables organizations to identify fraudulent patterns, anomalies, and indicators at an early stage. This allows for timely intervention and preventive actions, mitigating risks before significant damage occurs. Proactive fraud prevention measures can help reduce financial losses, reputational damage, and legal implications associated with fraudulent activities.⁵

2. Holistic View of Employee Data:

Integrating fraud prevention measures with HR analytics enables organizations to analyze employee data holistically. By considering various data points and correlations, organizations can identify potential fraud risks, patterns, and red flags that may indicate fraudulent behavior. This comprehensive perspective enhances the effectiveness of fraud detection and prevention efforts.

3. Data-Driven Decision Making:

HR analytics relies on data-driven insights to make informed decisions. By incorporating fraud prevention measures, organizations ensure that recruitment, promotions, training, and compensation decisions are based on accurate and reliable information. This minimizes the chances of falling victim to fraudulent activities and promotes a culture of integrity and trust within the organization.

4. Enhanced Internal Controls:

Integrating fraud prevention measures into HR analytics strengthens internal controls within HR processes. Organizations can identify potential vulnerabilities, detect policy violations, and enhance monitoring mechanisms by leveraging data analysis techniques. This promotes a culture of compliance, accountability, and integrity within the organization, reducing the likelihood of fraudulent activities and improving overall operational efficiency.

Endnotes

- ¹ Ellmer, M., & Reichel, A. (2021). Staying close to business: the role of epistemic alignment in rendering HR analytics outputs relevant to decision-makers. *The International Journal of Human Resource Management*, 32(12), 2622-2642. [Google Scholar] [Publisher Link], <https://bit.ly/44hLXdk>.
- ² Thite, M. O. H. A. N., Kavanagh, M. J., & Johnson, R. D. (2012). Evolution of human resource management and human resource information systems. *Introduction To Human Resource Management*, 2-34. [Google Scholar], <https://bit.ly/44qSW3S>.
- ³ Meade, R. D. (2001). Handling employees' health information: HIPAA targets the HR department. *Bus. L. Today*, 11, 19. [Google Scholar] [Publisher Link], <https://bit.ly/30Gx9iF>.
- ⁴ Boxall, P. (2003). HR strategy and competitive advantage in the service sector. *Human Resource Management Journal*, 13(3), 5-20. [Google Scholar], <https://bit.ly/47J79f6>.
- ⁵ Baesens, B., Van Vlasselaer, V., & Verbeke, W. (2015). Fraud analytics using descriptive, predictive, and social network techniques: a guide to data science for fraud detection. John Wiley & Sons. [Google Scholar] [Publisher Link], <https://bit.ly/3YKLWgF>.
- ⁶ Lamis, T. (2010, October). A forensic approach to incident response. In *2010 Information Security Curriculum Development Conference* (pp. 177-185). [Publisher Link], <https://bit.ly/30K48TI>.

5. Synergy of Expert:

Collaboration between HR professionals, data scientists, and fraud prevention teams enables the development of more accurate and effective fraud detection models and algorithms. By combining HR knowledge with data-driven insights, organizations can enhance the accuracy of fraud prediction, reduce false positives, and improve the overall effectiveness of fraud detection systems.

Organizations must foster collaboration and communication between HR professionals, data scientists, and fraud prevention teams to incorporate fraud prevention measures into HR analytics strategies effectively. This collaboration allows for the integrating of diverse perspectives, domain knowledge, and analytical expertise, leading to comprehensive fraud prevention strategies.

Importance of Clear Communication Channels

Clear communication channels are essential in addressing potential fraud cases while respecting employee privacy. Open and transparent communication promotes effective collaboration, timely response to fraud incidents, and upholds employee rights. Here are vital aspects to consider when establishing clear communication channels:

1. Reporting Channels:

Organizations should establish confidential channels for employees to report suspected fraudulent activities. Employees must feel safe and protected when reporting such cases, ensuring their privacy and anonymity are respected.

2. Incident Response Protocols:

Defining clear incident response protocols is crucial when potential fraud cases are reported. These protocols should outline the responsible parties involved, investigation processes, and communication procedures to handle fraud-related incidents efficiently. A well-defined

and documented incident response plan helps ensure consistency, transparency, and effectiveness in addressing fraud cases.⁶

3. Employee Privacy Considerations:

While addressing potential fraud cases, organizations must balance the need for transparency with respecting employee privacy rights. When needed, investigations should be conducted discreetly, and the data should be shared on a need-to-know basis. Organizations must comply with applicable privacy laws and regulations to protect employee privacy during the investigation process.

4. Training and Awareness:

Regular training and awareness programs should be conducted to educate employees about fraud prevention, detection, and reporting mechanisms. Transparently communicating the organization's commitment to preventing fraud helps build a culture of trust, encouraging employees to cooperate in fraud prevention efforts actively. By promoting awareness, organizations empower employees to recognize and report potential fraud, ensuring a collective effort to prevent fraudulent activities.

Conclusion

Incorporating fraud prevention measures into HR analytics strategies is crucial for organizations to proactively address fraudulent activities within HR processes. Organizations can detect and prevent fraud effectively by leveraging data-driven insights, enhancing internal controls, fostering collaboration, and promoting a culture of trust and accountability. This integration protects the organization's resources, ensures the integrity of HR processes, and cultivates a secure and ethical work environment. By harmonizing legislative, regulatory, data privacy requirements, and fraud prevention efforts, organizations can navigate the complexities of HR analytics while upholding ethical practices and compliance standards.

About the Author



With an impressive track record spanning over half a decade, Bharath has established himself as a seasoned data science consultant, positioning him at the forefront of the field. As a trusted data science consultant, Bharath has worked with Fortune 500 companies such as Verizon and AT&T. Leveraging their vast datasets, he has adeptly employed cutting-edge data science and advanced machine learning techniques to combat fraudulent activities. Beyond the realm of fraud prevention, Bharath also served as a Data Scientist at prominent companies like Xandr and Microsoft, working with their advertisement research department. Driven by his passion for continuous learning, Bharath loves to engage with white papers, reviews, and research to remain abreast of the latest advancements and emerging trends in the field. His industry prowess led to his appointment as an IT Industry Expert and Judge for the Globee International Awards. He can be reached at bharathkumarmittapally@gmail.com.



Do I Need a CEO Advisory Board? And How do I Choose the Right One for Me?

By Cindy Pascale and Nov Omana, Collective HR Solutions

Cindy's Story

In 2010, I started an e-learning courseware company with another person – 50/50 owners. As the saying goes, “It worked well until it didn’t.” About five years in, my co-founder and the technical leader of the organization decided she did not like what she was doing and had a calling to be an author. It took her about six months to be honest about her desire to change. During those six months, there was a marked decrease in her productivity, innovation, problem-solving, and energy. Eventually, we agreed about her leaving, and I bought her out. Those six months and the following months, while I recruited a replacement, were professionally the most challenging months I went through during my entire career. If I had been a member of a CEO Advisory Board, the transition could have been smoother and much shorter for me and the business.

Nov's Story

I started my business, Collective HR Solutions, in 2004, having left a major consulting firm. The impetus for doing so was pure speculation that I could do what I have done for over ten years, manage Western region businesses for other firms, and expand my network, knowledge, and wealth. But concentrating on the ability to sell consulting versus all the different dynamics of running a consulting business has been learned the hard way – trial and error and lots of backtracking. Having a peer group to bounce ideas, learn from others the dynamics of running a business, and build a network of potential partners would have likely been a more fruitful pursuit of efforts and given a better framework upon which to grow the business.

Hence, the building of a CEO Advisory Board for the many new startups we have met that can benefit from the wealth of knowledge being offered by our peers. They say, “What goes around comes around,” and Cindy and I believe this safe environment is the new method of sharing and growing.

So, what is a CEO Advisory Board? A CEO Advisory Board consists of experienced CEOs who advise each other on strategic issues. Some groups provide accountability for acting on agreed-upon action items. The CEO Advisory Board members are not fiduciaries. Members meet regularly to discuss each other’s business problems, opportunities, the markets and the economy, and strategies to address all the topics. Each member receives advice, input, or feedback from the other members. For the groups that include accountability, the CEO who received advice, information, or feedback reports back on progress at the next meeting, gaining additional input from their peers. It is truly a “CEO Sounding Board.”

A CEO Advisory Board member’s ultimate goal is to continue building their businesses – Revenue Growth, Profitability Improvement, Geographical Expansion, and some organizational “top of mind” HR concerns, including the hybrid workforce, productivity, mental health, developing leaders, and perceived loss of culture. According to a study by Vistage, “CEO members grew their annual revenue on average by 4.6% in 2020, while nonmembers with comparable small and midsize businesses saw revenue decrease by 4.7%. How do CEO Advisory Boards help CEOs build their company? There are four main ways:



A CEO Advisory Board consists of experienced CEOs who advise each other on strategic issues.

1. Decision-making input. How many employees tell the CEO “the truth, the whole truth?” Not many, if any. Many employees will paint a picture so that the problem is not as bad as it is or that it portrays their team better. Or, while brainstorming, are employees more likely to say what they think the CEO wants to hear or push ideas that go against the CEO’s current thinking? Information and opinions presented to the CEO are filtered or slanted. Without the best information, making the best decisions possible is impossible. Through a CEO Advisory Board, the peers have nothing to lose except to tell the truth as they see it. And in a group discussion on options, the wealth of information shared and discussed may lead to better plans that the CEO can execute. The result is that the company does better, the CEO feels better, and the employees feel that their CEO is talking with others. This opens the opportunity that employees CAN tell the truth, as their CEO is willing to hear those thoughts from other sources.

2. Confidants are hard to find at the CEO level; people you can respect, that can provide all the details of a situation openly and obtain candid feedback with no concerns of competition or malice. Within a CEO Advisory Board peer group, the members are selected for non-competing businesses, so there is no concern about intellectual property being shared inappropriately. Still, similar markets are being discussed on how to approach, sell, and retain, so there are relative similarities among the groups.

3. Mentors are currently seen as the way to accelerate a person’s career. Consistent interaction, guidance, and oversight of projects with specific outcomes are the earmarks of an excellent mentoring program. CEOs are simply people with a “higher title” than new employees, but it does not mean they cannot learn, may be new to that role, and would more than likely be better oriented through mentoring from someone further down the CEO path. The CEO Advisory Board is like getting

a group of mentors to help an individual on their journey.

4. Connections have always been the method of growing knowledge, prospects, and reputation. Within a peer group, one can meet new individuals whose networks are possibilities to leverage. With non-competing businesses in the group, you can share contacts, partner with another member and their network, or go to market with a more robust offering through collaboration.

CEO Advisory Groups usually have an independent facilitator that provides structure to meetings, ensures clear objectives for the conference, offers additional perspectives to the group’s comments, and ensures value within each gathering. This provides additional value to the individuals and the group in that everyone benefits through the efforts of the facilitator to ensure everyone is heard and is allowed to achieve their objectives.

A good facilitator will also have a network of consultants, vendors, and experts to bring to these meetings to provide additional insights, anecdotes, and real-life approaches to solving problems that add to the shared knowledge.

In my experience, over years of meeting startup founders, I have found that the “idea person” is usually new to a CEO role. The initial “thought or solution” by the person starting a business is composed of the desire to address a problem “known” to them, the energy to solve that problem, and perhaps the knowledge to create a process, service, or app to provide to others experiencing that problem and solve it. And typically, it is a view and approach that can lead to many missteps and failure to deliver on the idea without understanding the complex discipline of running a company.

The gap between having the solution and selling that solution to a buying audience is the difference a CEO and a well-run organization can address. But the problems of selling, marketing, supporting, managing, and growing are generally not the strengths of that “idea person.”

To me, belonging to a CEO Advisory Board is like going to summer camp. Someone

will help to direct your growth through a more structured path, giving you projects to accomplish, sharing new ideas, allowing you to make friends and learn to work together, and allowing you to return home with knowledge and fresh ideas to put into place for your

organization.

Given the unpredictable environment and economy, using a peer network, as evidenced by teamwork and collaboration at other levels of the organization, should provide a new outlet for CEOs to share and learn together.

References

State of the Market Report, <https://bit.ly/470SC1N>.

Vistage Study, <https://bit.ly/45yPMvw>.

About the Authors



Cindy Pascale is a serial entrepreneur. She started an e-learning business, Vado, in 2010. After growing the company into an internationally recognized and award-winning courseware provider, she sold it to HSI in 2020. After thinking about some of the problems she encountered and the amount of time and effort put into solving them, she co-founded CEO Advisory Board (CAB) with Nov Omana to help other entrepreneurs successfully navigate the growth of their businesses. Cindy can be reached at cindy@collectivehrsolutions.com



Nov Omana, co-founder, and CEO of Collective HR Solutions, is known for his thought leadership and understanding of combining and leveraging technology. He is known for “connecting the dots” between technologies to create new solutions and solve business problems. Frequent keynote presenter, moderator, or contributor for HR associations’ presentations, Nov is often sought by media for general opinions on the industry and insight on technology and HR trends. He consults with many research firms, providing insight into the technology, HR trends, and the “buyers’ needs.” He is often sought for his futurist perspective of the changing workplace, the worker, and the work itself. Nov serves on several Boards and groups, including,

Chairman of the Technology Review Council – Hosting sessions for over 500 individuals gathered to view new technology and provide feedback to vendors; Founding member of Human Centric Labs – the Future of Work, and DisruptHR-bay Area; International Human Resources Information Management (IHRIM) Board of Directors – HR Technology Association; Chairman of the BayWork Digital Workforce Committee; and Founder and host of TechNovLogic podcast series – addressing the business and HR problems facing organizations today. Nov has also been a certified Human Resources Information Professional (HRIP) since 2010 and won the prestigious IHRIM Summit Award. Nov can be reached at Nov@collectivehrsolutions.com.

Why Traditional Models of Leadership Fall Short in the 2020s

Former therapist and people development leader Cameron Yarborough on what leadership means in 2020s business

By Cameron Yarborough, Torch Leadership Development

Traditional leadership styles are showing signs of strain. We were once happy to accept [Logan Roy-type](#)¹ super-macho CEOs, but now talent is scarce, and the free VC money has vanished. As business and the broader social context shift, we want to avoid following leaders resembling General Patton. Instead, we seek leaders who can safely guide us through challenging times by earning our trust rather than exploiting our fear.

The reality is that with capable, human-centered leadership, your best people will stay, and staff churn is becoming a [trillion-dollar problem](#).² *Newsweek* has just reported that 25% (companies) and 22% (industries) of Gen Z applicants will [stay away from companies and industries with negative press](#).³ Meanwhile, job site Monster [has found that](#) for new graduates entering the workforce, 37% would quit a job if they don't like working for their manager/leadership—but 51% say having great managers and leaders is the most critical aspect of a job.⁴

Working with *Harvard Business Review's* Analytic Services team last year, we asked 665 leaders from across industries and around the world about how they see leadership development evolving to meet the demands of today's workplaces. The resulting study—*Leveraging Coaching and Mentoring to Create More Effective Leaders*⁵—found that leadership development is changing in several ways.

We found that new workforce and strategic imperatives have changed the leadership style that organizations need, meaning they're also redefining what they consider essential leadership skills. Across the board, organizations

also told us they were moving from more traditional “authoritative” leadership styles towards a more trust-based dynamic. For example, we saw a focus on developing relational skills (previously dubbed “soft” skills), which included abilities like motivating a team and collaborating effectively.

Our deep dive into current leadership thinking also found that organizations now consciously select leaders with greater empathy, trust-building, and emotional intelligence capacity. They're looking for leaders who can successfully navigate DEI and recruitment/retention challenges and work with the aspirations of workers who, in this decade, are motivated as much (if not more) by values as by a paycheck.

Changing expectations from workers is a critical issue that managers and executives must consider in addition to coping with increased market pressures and organizational complexity.

In the report, George Kohlrieser, Professor of Leadership and Organizational Behavior at the Institute for Management Development in Lausanne, Switzerland, tells us, “Since the turn of the Millennium, there has been a growing recognition that leading with authority and fear no longer works. [Instead] great leaders become a secure base for others by creating trust and providing energy and support to encourage their employees to take risks and seize new opportunities.”⁶

The question then becomes: How can leaders develop those relational skills—the capacity to ensure the work gets done while also helping every employee feel empowered to do their best work? Though leadership skills training

is still the most commonly used leadership development tool (rated so by 80% of respondents), it is also seen as much less effective than personalized and relationship-based options, with 35% rating skills training as “extremely” or “very effective” versus a much higher proportion, 60%, for coaching.

One important first step for organizations is to cultivate a leadership model that encourages the development of the core relational skills that today’s workplaces require. And that’s what leading U.S.-headquartered data analytics company FICO⁷ set out to do. Its ongoing people development work involves crafting experiential journeys to nurture a new breed of leaders better suited for the demands of today’s world.

According to FICO, they firmly believe that leaders play a crucial role in engaging employees and unlocking their full potential. However, they actively seek to move away from the model epitomized by *Succession*¹ character Logan Roy, aiming for more individuals who can inspire excellence regardless of whether they hold formal people management responsibilities.

The organization also says it needs such leaders to inspire employees to bring their best selves to work and generate energy and emotional commitment to the success of the overall business. Crucially, they adopt a holistic approach that centers on the power of relationships and continuous learning, encouraging knowledge exchange and growth among all workforce levels.

Coaching and mentoring provide different experiences and insights to leaders.

To actualize and implement these transformative ideas, FICO took a proactive approach by leveraging coaching and mentoring through an online people development platform. This platform enabled them to cater to various use cases, from fundamental support for people managers to offering personalized mentoring experiences for high-potential leaders. Additionally, FICO designed a specialized and immersive coaching program specifically tailored for exceptional candidates who stand to benefit most from such targeted interventions and support.

Why the preference for coaching and mentoring over more conventional leadership

development techniques? As with many companies we’re working with, adopting coaching and mentoring stems from evidence that these methods are more effective at driving sustainable behavior change than point-in-time training. Coaching, for instance, accelerates behavior change by holding coaches accountable for the changes they want to make, creating a psychologically safe space to explore strengths and opportunities, and helping them apply learnings to their everyday work.

As a result of moving away from the old-school command and control leadership approach, FICO says that it’s seeing increased engagement of team members and successful development and retention of high-potential individuals and people leaders. But how do CHROs at companies using coaching and mentoring work out who would most benefit from such an approach? Rather than viewing leadership development programs as a remediation measure for underperforming individuals, FICO positions them as an investment in an individual’s growth and potential. The selection criteria are based on quantitative and qualitative factors that identify high-potential candidates already exhibiting strong leadership qualities and a genuine desire to participate in the program.

A similar approach is emerging in social news aggregation, content rating, and discussion website Reddit.⁸ Reddit believes that creating a home for everyone worldwide begins by ensuring all its employees feel a sense of belonging within the company. To achieve this, Reddit strongly emphasizes maintaining and strengthening its unique company culture to ensure that employees feel empowered and excited to come to work every day.

Reddit’s effort includes continuously adapting and evolving workforce philosophies, programs, and processes to improve Reddit’s work experience. As the company grows and becomes, it recognizes the importance of nurturing emerging leaders who drive company growth and embody Reddit’s core values. Its innovative six-month Key Talent Program aims to empower participants with essential relational skills focused on influential people management. The program has resulted in a 38% increase in employee retention rates.

Authentic leadership is complex and nuanced.

Reddit believes that creating a home for everyone worldwide begins by ensuring all its employees feel a sense of belonging within the company.

The results at Reddit and FICO are encouraging, where coaching and mentoring are integral parts of leadership development. For instance, 71% of those who participated in the Reddit program received exceptional scores on their performance reviews. The retention within this group also surpasses that of non-participants by 38%.

However, despite these successes, both organizations acknowledge that leadership development is an ongoing and evolving process. No single approach can work for everyone all of the time.

Why? Because humans make mistakes, and they're working in dynamic, constantly shifting environments. Today's workplace is complex, multi-generational, and socially highly variegated. 2020's leadership is a work in progress, and we need to recognize there can be

an element of "two steps forward, one step back" revision of beliefs, attitudes, and responses to HR problems as part of the journey.

Embracing a learning mindset and being open to learning from complex experiences is critical to personal and professional growth. So, don't be intimidated by the articles and posts from individuals you admire who always seem to have the correct answers, as the reality of being a human is far more intricate and nuanced than what is often displayed online. The shift away from the super macho CEO archetype is a positive development. The traditional command-and-control leadership style gives way to more inclusive and empowering leadership approaches fueled by the power of coaching and mentoring leaders. As organizations evolve, new and better ways of organizing work and inspiring people are emerging to take their place.

Endnotes

¹ Succession Wiki, "Logan Roy", https://succession.fandom.com/wiki/Logan_Roy

² Shane McFeely and Ben Wigert, "This Fixable Problem Costs U.S. Businesses \$1 Trillion". *Gallup Workplace*, March 13, 2019, <https://www.gallup.com/workplace/247391/fixable-problem-costs-businesses-trillion.aspx>

³ Tracy Brower, "What Gen Z Wants: 6 Ways to Attract the Best Young Talent", *Newsweek*, July 25, 2023, <https://www.newsweek.com/attract-gen-z-talent-1813852>

⁴ "2023 State of the Graduate Report", *Monster*, April 2023 <https://learnmore.monster.com/2023-state-of-the-graduate-report>

⁵ Cameron Yarbrough, Torch, "Leveraging Coaching and Mentoring to Create More Effective Leaders," *Harvard Business Review Analytic Services*, 2022, https://torch.io/wp-content/uploads/2023/01/Leveraging-Coaching-and-Mentoring-to-Create-More-Effective-Leaders_Torch_HBRAS.pdf

⁶ Kohlrieser, George, "The Changing Requirements of Leadership: How to Inspire in a Post-Pandemic World," *Institute for Management Development*, September 2022. <https://www.imd.org/ibyimd/leadership/the-changing-requirements-of-leadership-how-to-inspire-in-a-post-pandemic-world/>

⁷ Torch and the Josh Bersin Company, "FICO Develops Leaders Through Experiential Journeys," 2021

⁸ Torch, "Reddit sees measurable results from a more inclusive approach to leadership development," September 30, 2022, <https://torch.io/blog/reddit-sees-results-from-leadership-development/>

About the Author



Cameron Yarbrough is the Co-Founder and CEO of people development platform Torch. Before Torch, Cameron worked at Stanford GSB as an interpersonal dynamics facilitator and built a successful executive coaching practice working with high-profile Silicon Valley executives.

Facing the Fear Factor in the Workplace

By Katherine Jones, Ph.D.

In response to rising healthcare and absenteeism costs, employers and tech vendors emphasized wellness – keeping employees healthy and fit – concepts that spread to overall well-being, including financial, social, and psychological health.

The pandemic taught managers much about the importance of physical wellness in the workplace – including expanding “workplace” to mean wherever their employees work. Awareness of the dangers of “Presentism” – coming to the office while ill – was (and still is) exacerbated by the highly contagious nature of Covid. Yet employee fear of missing a workday persists, sometimes because of a deadline or workload issue, fear of managerial retaliation, or simply fear of missing out on a meeting or event. Thus, ailing employees may be present when they should be absent – if only for the welfare of others.

Beyond gym memberships and other wellness incentive programs, employers increasingly offer workshops or other programs to help employees with common money issues, such as debt, savings, retirement, and insurance. Sometimes guidance is provided for managing expenditures such as first-time home ownership, support for aging parents, or significant health costs. Employee Assistance Programs are widespread, aiding employees with areas of concern seen beyond the scope of HR in general while concealing employee issues from managers.

The Anxious Generation

Today’s workers at all levels are prone to anxiety, sometimes at many levels. Worrying about losing one’s job is high on employees’ lists of work-related issues, followed by money and family concerns, family health issues, etc.

Anxiety levels are currently high as a volatile economy with tech companies, bank layoffs, and international and political strife produce increased apprehension.

But there is one area that we neglect to talk about: fear. Different from stress or even anxiety, fear is usually identifiable and discrete, unlike anxiety, which is more pervasive, unpredictable, and may be irrational. There is no such thing as “healthy fear.” (With the possible exception of fear of falling off in a high-rise construction site or getting electrocuted while maintaining electrical poles, where fear of injury may lead to better safety decisions.) The latter concerns are, as noted, discrete, identifiable, and apply only in certain situations. The fear dissipates with the task itself is finished. Fear, according to J. Gerald Suarez, Ph.D., is stimulus-bound, while anxiety is chronic and enduring.¹ He concludes: “Fear can be to an organization what high blood pressure is to the human body: a silent killer.”

“No passion more effectively robs the mind of all its powers of acting and reasoning as fear.”

~ Edmund Burke, 1756

Safety – physical safety – has accelerated from anxiety to a valid fear. Workers at all levels may fear violence at work, arising from disgruntled employees, ex-employees, spouses, or some random intruder; parents have increased fear levels stemming from the increasing numbers of school shootings and

gun-related deaths of children of all ages. Employees sitting at a desk, behind a cash register, or stocking shelves cannot do their best when wondering if a first grader will safely get off the school bus at the end of the day.

Employers — be they school districts or corporations, have a responsibility to make reasonable efforts to ensure the safety of their employees, customers, students, and other staff on their premises. However, such measures are unlikely to quell the fear issue in the short term.

Are Your Employees Afraid of Their Managers?

Rarely do we look at the fear factor in relation to manager/employee relations; how often have we in HR ever ascertained if people were in actual fear of those to whom they report? Managerial intimidation is hardly new, yet far too often, it needs to be recognized by those who could address it, and few have successfully managed the productivity ramifications of such fear. Indicators can include the following:

- Employees have been known to walk outside around an entire building to avoid walking by their manager's office.
- Employees may flee to restrooms or pick up a non-ringing phone and talk into it to avoid eye contact or talking to managers.
- Many report feeling ill on Sunday evenings before the *Monday* morning return to work; some report breaking out in hives on the way to their jobs.
- Male and female employees both report crying at work after meetings with managers (that are not about performance reviews or getting fired.)
- Fear of reprisal or a negative performance review leads to a "please the boss at any cost" behavior, telling management only what the employee perceives it wants to hear.

Fear of failure and reprisal leads to risk-aversion and apathy, causing a decrease in creativity and potential loss of innovation. In a fear-based environment, following rules and avoiding blame are employees' top concerns.

Fear of speaking up. Whether in meetings or one-on-ones, an employee who is ignored,

talked over, or belittled learns not to respond or ask questions.

Korn Ferry reports that the largest source of stress for some 2,000 professionals was their managers. Their survey showed that 35 percent say their boss is their most significant source of stress at work, and 80 percent say a new boss or change in leadership in the organization adversely impacts their stress levels.²

While playground bullies pick on smaller or younger children, bullying bosses are not so discriminating, according to Dr. Harvey A. Hornstein, a retired professor from Teachers College at Columbia University and the author of "Brutal Bosses and Their Prey." He reports that managers bullied subordinates for the sheer pleasure of exercising power. The most common reason: "It was a kind of low-grade sadism...they'd start on one person and then move on to someone else."³

Are Executives in Fear of Their Employees?

Fear in the workplace is not just the bailiwick of line employees. Case in point: facing corporate-wide layoffs, a company with an employee noted for his aggressive behavior moved the corporate executives and legal department to a second-story suite beyond a locked staircase in fear of a Rambo-esque response to his upcoming termination. This was almost thirty years ago before the concept of violence in the workplace, and employee retaliation was as common as we, unfortunately, see it today.

Other Fear Factors at Work

Factors other than managers cause fear at work: Korn Ferry lists the threat of losing a job to technology, the fear of change, and the pressure to learn new skills to stay employed as causes of stressful angst.⁴

Some employees fear math (yes, this is a thing) enough to avoid the analytics that we in HR think are so important today (this is rather like the test anxiety some people likely felt in college); many more, however, live in constant fear of losing their jobs and being unable to feed their children.

The Cost of Stressed Employees

Not surprisingly, fear and anxiety both lead to stress at work. *The American Institute of Stress* claims that 75% of doctor visits are

stress-related, and more than 120,000 people die yearly from work-related stress.⁵ It doesn't just affect individual health; Americans' battle with stress amounts to a yearly healthcare cost of 190 billion dollars.⁶

Fewer than a quarter of workers report that their productivity is unaffected by stress: 42% say they lose 15-30 minutes per day in productivity, and 34% note they lose an hour or more a day due to stress.⁷

Conclusion

While addressing the fear factor at work may seem more elusive than implementing a stop-smoking campaign or an app that encourages

employees to get up and move around during their day, neglecting it is costly. Sometimes anger management training helps middle-level managers better channel aggression that otherwise is hurled at their subordinates; sometimes, more subtle survey questions can ferret out employee fears, especially fears of managers or peer employees. What is most important as a first step for HR leaders is recognition of the issue and understanding of the ramifications of a fear-driven environment. While Niccolo Machiavelli thought it was better to be feared than loved, it is not a dictate that resonates well in today's workplaces.

Endnotes

¹ Managing Fear in the Workforce. Department of the Navy, Office of the Under Secretary of the Navy. J. Gerald Suarez. 1993, <https://bit.ly/3QEJ84>.

² Workplace Stress Continues to Mount, <https://bit.ly/444REvb>.

³ Fear in the Workplace: The Bullying Boss By Benedict Carey. *The New York Times*, <https://bit.ly/3DTmwEe>

⁴ Korn Ferry. Op.Cit.

⁵ Studies Point to an Unlikely Antidote for Businesses Who Are Facing Quiet Quitting: Laughter and Appreciation. March 24th, 2023|*Daily Life*, <https://bit.ly/3sdCsP5>.

⁶ Stress and health disparities: Contexts, mechanisms, and interventions among racial/ethnic minority and low-socioeconomic status populations (apa.org) American Psychological Association Working Group Report On Stress And Health Disparities. 2017, <https://bit.ly/456XvBb>.

⁷ ComPsych StressPulse Report. www.compsych.com/resources

About the Author



Unique as a thought leader for her ability to make theory actionable and technology comprehensible to non-technologists, Dr. Jones is a sought-after writer and speaker in the US and internationally. Moving easily from the academic world to the worldwide technology stage, she has repeatedly created value propositions bridging technology and theory with the practical world of today's business. Whether working with systems integrators in the Federal arena, consultants in oil and gas, or small business owners, her clarity and wisdom – as well as her wit—has been appreciated and commended. Now an independent high-tech marketing analyst, she was previously responsible for the creation and provision of thought leadership content for a web-based membership program as a partner at Mercer and spent several years at Bersin & Associates both before and after its acquisition by Deloitte, where she was the VP heading the HCM technology research practice in Bersin by Deloitte. She became an industry analyst at Aberdeen Group in Boston, covering the ERP space, then human capital management in Palo Alto. Later, as marketing director for NetSuite, her efforts coincided with one of the more successful IPOs of that year. Before becoming an analyst, Katherine was in the Boston-area high-tech companies' product marketing and strategic alliance management, specializing in data communications and network management. She spent several years in marketing education at a minicomputer company. She created new programs in high-tech sales and system engineer training and sold to the Federal Government, leading a DDN certification project in the company's Federal System Division. She had left a career in higher education administration and teaching, which included the assistant deanship in the School of Education at the University of Connecticut and responsibility for the Master of Arts in Teaching program in the English Department at Cornell University, where she was instrumental in the Improvement of Undergraduate Education project in the Provost's office. An industry veteran, and independent high-tech analyst, she is widely published on talent management and personnel-related technologies, cybersecurity, ERP and HCM systems implementations, change management, and the mid-market, totaling over 500 works in print. Her master's and doctorate degrees are from Cornell University. She can be reached at katherine_ics@msn.com or [@katherine_jones](https://twitter.com/katherine_jones).



From the IHRIM Chair

*Dennis Hill, Ph.D., SHRM-SCP, SHRP, HRIP
IHRIM Chairperson & CEO*

Dear Members, Colleagues, and Readers of Workforce Solutions Review,

I trust this letter finds you well and thriving in your professional pursuits. It is my honor to connect with you through the pages of our flagship publication, *Workforce Solutions Review*, to share the extraordinary value that the International Association for Human Resources Information Management (IHRIM) continues to offer to our vibrant community.

Since its inception in 1980, IHRIM has remained dedicated to driving excellence, innovation, and collaboration at the intersection of Human Resources and Information Management. Our association stands as a testament to the power of shared knowledge, and it's with great excitement that I invite you to embark on an exceptional journey with us.

Human Resource Executive Presents HR Technology Conference & Expo 2023 Mandalay Bay Casino Hotel, Las Vegas

I am thrilled to extend an invitation to all current IHRIM members and those considering joining our esteemed ranks. The upcoming HR Tech Conference & Expo, scheduled to take place at Mandalay Bay during the week of October 9, 2023, presents an unparalleled opportunity for us to come together, learn, network, and shape the future of our field. And IHRIM members obtain discounted registration fees using code IHRIM23.

This conference promises to be a convergence of brilliant minds, industry thought leaders, and pioneering HR technology vendors. It's the ideal platform to engage with IHRIM leaders, share insights, and explore cutting-edge products and services from over 400 HR technology vendors. The expo floor will be a vibrant marketplace of ideas, innovations, and solutions shaping how we manage our human capital. (Register at <https://www.hrtechnologyconference.com/>)

HRIP Certification Examination Offered at HR Technology Conference

For those who aspire to validate their expertise and commitment to HR information management, the HRIP certification holds immense value. I am delighted to inform you that the HRIP examination will be conducted on Friday, October 13, 2023, at 9 a.m. in Las Vegas. This is an opportunity to earn a globally recognized credential that underscores your proficiency and dedication in this dynamic and demanding field. (Register at <https://www.ihrim.org/education/hrip-certification/>)

Our Board of Directors and I urge you to mark your calendars, seize this opportunity, and join us at the HR Tech Conference & Expo. Let us collaborate, learn, and share as we steer our profession toward new horizons. Together, we can harness the power of information management to shape the future of HR.

Finally, thank you for your ongoing support of IHRIM and your chosen profession. Your participation enriches our community and strengthens our collective impact. I look forward to meeting you in person at the conference and continuing our journey of growth and discovery.

Sincerely,
Dennis Hill

THE INFLUENCE BOARD

HOW MANY SALES EMAILS DO YOU RECEIVE EVERY DAY?

- ☐ 0-10
- ☐ 11-20
- ☐ 21+

IHRIM now provides you with an automated way to LIMIT and FILTER meeting requests from vendors, while securing meaningful charitable donations for each relevant meeting you accept!

Claim YOUR free profile on The Influence Board as part of your IHRIM Membership today!

LEARN MORE at <https://partners.influenceboard.com/ihrim>



TECHNOLOGY REVIEW COUNCIL

Need insight into innovative products and services?

Want to be part of evaluating emerging products and services?

Over the years, the Technology Review Council (TRC) has provided vendors an open, safe forum to demonstrate their solutions to a rare group of passionate HR and Technology leading researchers and practitioners to obtain candid, insightful feedback on their solutions or join us for our next meeting with a critical eye as a "buyer."

COLLECTIVE



SOLUTIONS

TECHNOLOGY • COLLECTIVE MINDS • INNOVATION

in partnership with



IHRIM

- Join exclusive (non-sales) presentations relevant to the HR-Tech profession
- See innovative products and services in development
- Directly influence the development of emerging products and services
- Receive Professional Development Credits (PDUs) for IHRIM HRIP

SIGN UP TODAY: www.ihrim.org/trc-register

IS YOUR ORGANIZATION INVESTING IN YOUR CAREER?



SHOW YOUR LEADERSHIP THIS!

HR Technology has achieved a great deal in the last 40 years with IHRIM members at the helm. Advances over the next decade will deliver more growth and opportunities than ever.

THE IHRIM CORPORATE MEMBERSHIP QUESTIONNAIRE

YES NO

- ☐ ☐ Is your HRIS team prepared to address the Total Talent Value Chain?
- ☐ ☐ Can your company afford a HRIS misstep as their growth curve becomes unsustainable or too costly?
- ☐ ☐ Is your whole team prepared to select, implement & maintain a new HRIS?

**IF YOU HAVE ANSWERED NO (OR YES) IT'S TIME
TO JOIN CORPORATE MEMBERSHIP IN IHRIM!**

ihrim.org/corporate-membership

RAVEN INTEL STUDY RESULTS

Respondents believe projects with an IHRIM-certified resource are:

24% more likely to receive the full value expected from project

+27 NPS (Net Promoter Score) for the overall project was +27 points higher

"In 2011, I became HRIP Certified...I recommend this certification because no other certification applies close to what we do in the HRIS world..."

**Gurdial Saini, HRIP
HRIS Director, Human Capital
Maximus**