Time to make HR a Digital Workplace
Going Digital in Human Resources

The business and employees expect more from HR – making HR a Digital Workplace can help it deliver

Human Resources faces a tough balancing act. The business expects HR to compete for talent around the world. It wants HR to better support business objectives. And it needs HR to inspire and manage employees in ways that create value both for the employees and the company.

Employees want more as well. They’d like a more transparent candidate experience. They want help finding the right training so their careers grow. And they want to track their benefits and other records themselves, anywhere and on any device.

To meet higher expectations, HR needs to help create a workplace where flexible workstyles broaden the talent pool, boost morale, and allow employees to take their work with them in ways that can create inspiration and insight.[1] It needs to manage workplace teams so that everyone has a chance to participate and share their insight. It needs to create a corporate culture in which flexibility, benefits, and meaning can trump money. And it needs to find new ways to mentor employees so that valuable knowledge is spread to many, not kept in the hands of a few.

“Five Reasons Why Workplace Flexibility is a Smart Talent Strategy,” Forbes, Aug. 8, 2013
The changing world of work

2x
WORKFORCE TEAMS NOW AS FIVE YEARS AGO

4x
PEOPLE WORK REMOTELY AS A DECADE AGO

Millennials
HALF THE WORKFORCE BY 2020

90%
OF THE WORLD’S DATA WAS GENERATED ONLY IN THE PAST TWO YEARS

40M
SHORTAGE OF HIGH-SKILLED WORKERS GLOBALLY BY 2020

About Millennials
ONE OF THE LARGEST GENERATIONS IN HISTORY

92M
Millennials
Ages: 15-35

61M
Generation X
Ages: 36-50

77M
Boomers
Ages: 51-70
Time to make HR a Digital Workplace

Lofty goals, but achievable.

How?

By making HR a “Digital Workplace.”

That’s a workplace where employees find more effective ways to work, are engrossed in their jobs, and use technology tools similar to what they use in their personal lives.
Surveys show employees in a **Digital Workplace** are more responsive to customers. They’re more innovative, finding new ways to perform work and developing new products and services. They make the business run better. And they’re simply happier in their jobs.²

Microsoft long had an HR department that pretty much fit the HR mold established decades ago. But as Microsoft changed and evolved, HR had to change and evolve as well. So, Microsoft re-imagined HR with a digital transformation. That meant finding new ways to use data and technology; creating ways to perform key tasks with excellence and effectiveness; and investing in people to create a stronger HR organization. With those changes in place, HR would be better equipped to help Microsoft:

- **Find talent that can change the world.**
- **Build a culture with a growth mindset.**
- **Drive innovation across the company.**

This paper will focus on the talent part of the equation.
Microsoft has re-thought just about every nut and bolt of its HR operations. That started with the hunt for talent. That’s a huge issue for Microsoft, which relies heavily on finding great talent across disciplines from engineering to marketing. Yet HR at Microsoft, like most HR departments, long operated in a reactive mode. A job opened, HR found candidates for it.

Then, in 2015, HR had an urgent request: Due to Microsoft’s fast-growing cloud business, the company needed 3,000 cloud-savvy engineers. Now. In years past, HR at Microsoft would have posted ads on various online sites and waited to see who responded. “That wouldn’t have worked in this case,” says Chuck Edward, General Manager for Global Talent Acquisition at Microsoft. “We had figure out a new way to find out where those people were and how to attract them.”

Microsoft took its hiring effort to LinkedIn, the business social network site (which Microsoft acquired in December 2016). It used LinkedIn analytics to determine where potential candidates were located, their level of qualification, and whether they might be recruitable. “We looked at this as an addressable market, and took steps to define it,” says Edward. As a result, Microsoft’s HR department was able to fill many of the needed positions in weeks, rather than the months it would have taken previously.
Using Microsoft’s PowerBI, a set of tools that extract insights from data, Microsoft HR is also data-mining to find patterns in the workforce. Microsoft has been able to both refine and broaden its recruiting practices through a deeper understanding of where the best employees can be found on college campuses.

With PowerBI, Microsoft HR also has created dashboards that constantly update with data on Microsoft’s workforce. HR specialists can drill down into data to look at how Microsoft is doing creating gender diversity, or what times of year attrition increases, or whether people they leave the company quickly – sometimes within 60 days of starting work. The latter is an expensive outcome as it costs thousands of dollars to hire and onboard a new employee.

Data shows that a big factor in whether a new employee leaves early is how effectively they were onboarded, says Dawn Klinghoffer, general manager for HR Business Insights. “Onboarding is a good indicator as to whether people will feel engaged, and lack of engagement is a driver of attrition. We do an assessment one week after a new hire joins us.

We want to know: ‘Did you meet with your manager? Did you get your computer and did everything work? Did you have a network connection?’ “We’ve really seen the impact of making process and programmatic changes to make sure we get affirmative answers to those questions, because it really does make a difference.”
In another shift, Microsoft has changed the way it uses recruiters. Previously, Microsoft recruiters had their own lists of candidates. These weren’t easily shared, and sometimes when a recruiter left Microsoft the lists weren’t preserved. Now, Microsoft has one profile view from multiple sources. That’s LinkedIn, referrals, internal profiles, and more, with profiles sorted by capabilities.

Microsoft knows if it’s missing information, and how to close the gaps. It also has a large pool of prospects from which to choose, a pool that continues to grow. Finally, if someone leaves, Microsoft has a list of potential prospects it can reach out to, in addition to posting jobs on its career site.
Creating a **Digital Workplace** within HR has helped position Microsoft to grow and innovate in areas ranging from cloud computing to office productivity to and consumer technology. Just as we’ve been excited about the improvements to our HR business by giving it a digital makeover, we’d be delighted to help you see the same benefits. Microsoft Services can help you transform your HR business and make it more useful both to the enterprise and to employees.

The first step in this journey is our **Digital Workplace Workshop**, where Microsoft Services work with you to determine the vision and roadmap for your own digital workplace and then implement solutions that map to that vision.

**With Microsoft Services as your transformation partner, you can begin mapping your path to a digital future.**
Microsoft Services empowers organizations to accelerate the value imagined and realized from their digital experiences.


microsoft.com/services
aka.ms/digitalworkplacesolution