

Human Resource Organisational Development (HROD) Roundtable 2019

Building the Digital Transformation Eco-system

RHYMIN & PARTNERS

*We help individuals and businesses
become more productive*

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ICE BREAKER

Show of Hands

How many are from Government?
How many from GLC/Private?

Show of Hands

How many from GLC/Private only have
HR IT systems in place?

Show of Hands

How many use over 50% of functionality?

Show of Hands

What are the top usage of your system?

Share what are the pains that you face?
Is it more technical or people or process/policy related?

Show of Hands

How many are certified HR professionals?
Or 'accidental' HR Managers?

Show of Hands

How many of you are HR but tasked to run IT projects?

Show of Hands

How many of you are IT but tasked to run HR projects?

Problem

- We want it to do all, but not maximize its usage.
- Our processes are unique, ending up customizing a lot
- Dependent on IT
- Expensive to buy and maintain.
- Long turnaround times.
- Too focused on tactical

Solution

We need to take a different approach.

INTRODUCTION

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DRIVERS

Businesses are increasingly expecting more from HR

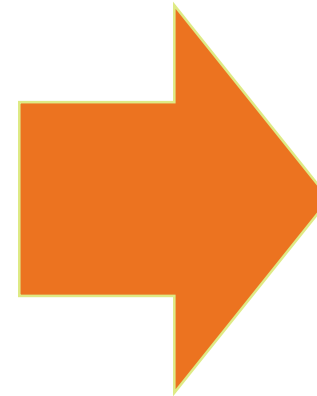
HR is being challenged to support the business strategy through cost reduction, service simplification and driving additional value from people investment

Cloud and Software as a Service (SaaS)

Constant information. Immediate feedback.

Drive from mobile usage and speed of internet

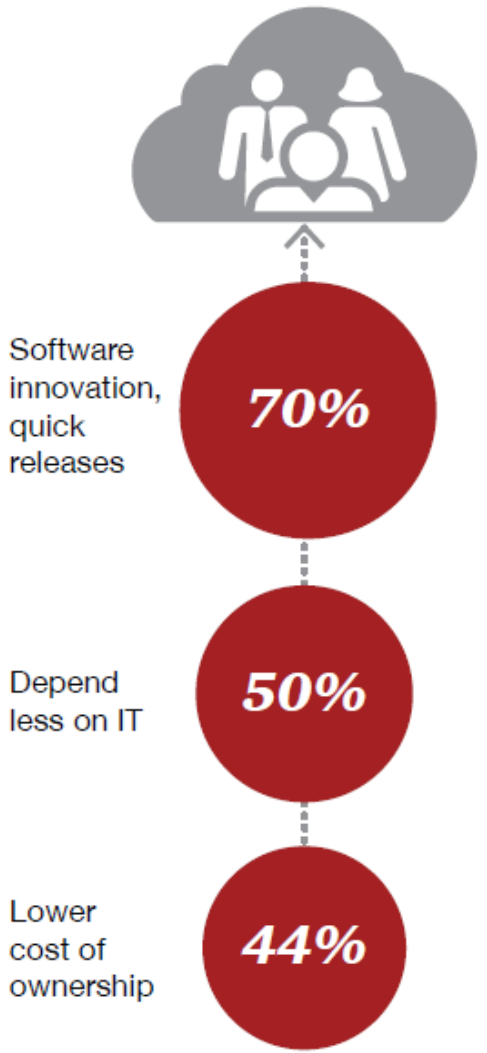
Employees prefer to read less.



- HR trends indicate that we may need to be more strategic rather than tactical.
- Standard routine works are automated or even outsourced
- New talent needed.
- Challenging all the process flows that we know of the past. How are we affected in Brunei Darussalam?
- PwC HR Survey 2017
 - Increasing HR processes in the cloud (68% in 2015 to 73% in 2017)
 - 40% of companies surveyed move their operations to the cloud – lower cost, depend less on IT, innovation and quick releases

Why use the cloud

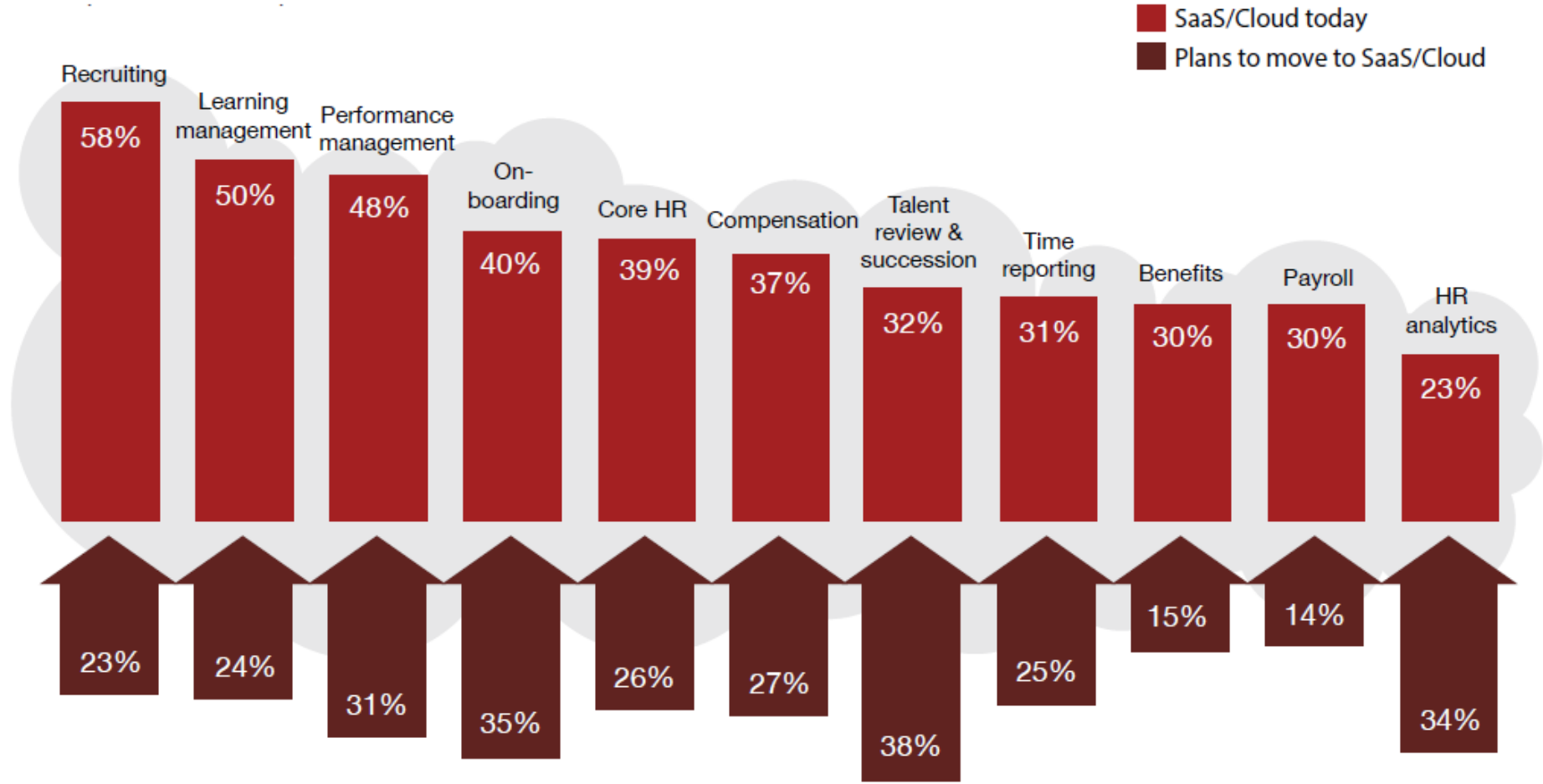
Top motivations to use the cloud for HR processes



Base: 243
What were your primary motivators for deploying cloud software for your HR-related processes?
Source: PwC's HR Technology Survey, August 2017.

SaaS today and tomorrow

% respondents with plans to move to the cloud



Base: 224
How is your solution deployed?
What are your plans in 1-3 years?
Source: PwC's HR Technology Survey, August 2017

Typical HRMS Modules

- ✓ Employee Information
- ✓ Organizational Structure
- ✓ Absence Management
- ✓ Time & Attendance
- ✓ Payroll
- ✓ Loan Management
- ✓ Benefits Administration
- ✓ Manpower Planning
- ✓ Recruitment
- ✓ Grievance Handling
- ✓ Disciplinary
- ✓ Rewards and Recognitions
- ✓ Performance Management
- ✓ Training and Development
- ✓ HR Dashboard
- ✓ Reports
- ✓ Analytical Tools
- ✓ Self-Service HR

Other HR Support Modules

- ✓ LMS – Online training
- ✓ Assessment tools
- ✓ Coaching tools
- ✓ Profiling tool
- ✓ Pulse check
- ✓ ?
- ✓ ?
- ✓ ?
- ✓ ?

What is the ideal eco-system?

What is the right eco-system?

- MINDSET
- PEOPLE
- TECHNOLOGY
- POLICY AND PROCESS

MINDSET

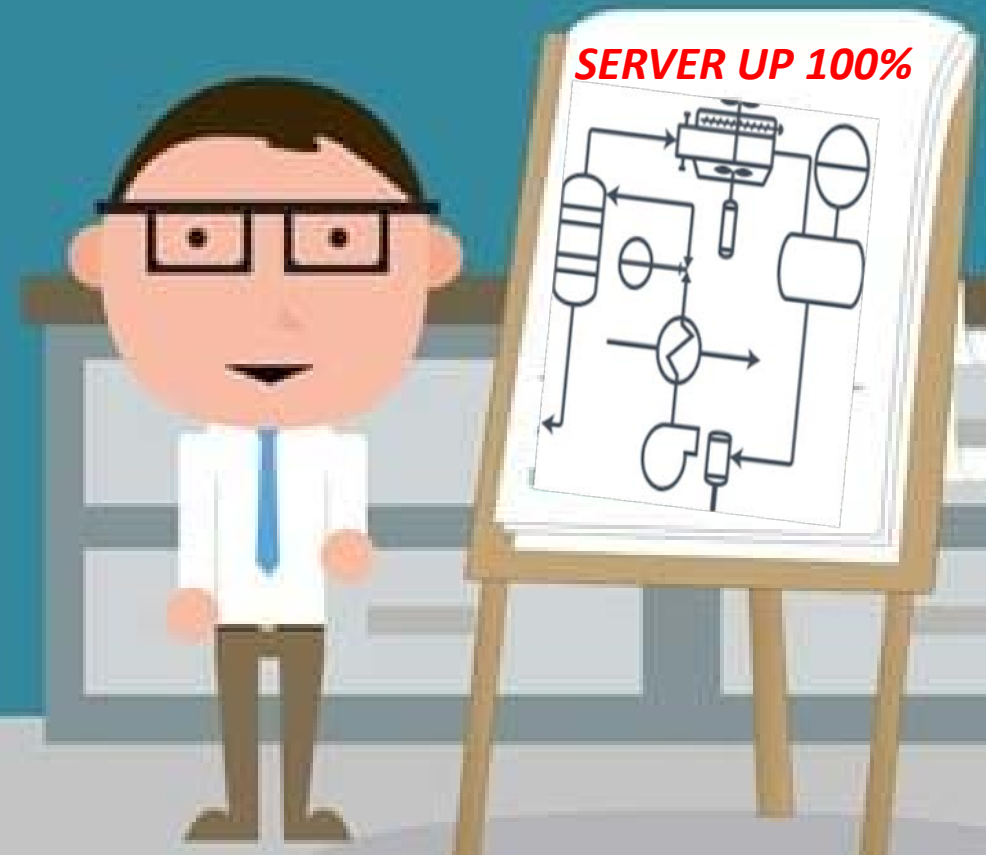
“People saved earth, not IT.”

- “People save the world, not IT”
- Do not let IT lead HR projects
Get the Business Owner to lead it.



MINDSET

Do not let IT lead HR projects.
Get the Business Owner to lead it.



PEOPLE

Hire fulltime internal project team resources – right resources for the needed roles

Build opportunities for consultation and constructive feedback

Project Manager

Change Management

Tester

Developers

Process Improvement





- Don't rely solely on other's experiences
- Decide on those processes you want to automate based on popularity of use. Not necessary to "IT" all.
- Business owner to define process
- Simplify, simplify, simplify. People don't read much these days.
- 'Adoption Rate' is key to success

TECHNOLOGY

- Everyone needs to have email or mobilephone
- Build the Brunei-Cloud securely
- Decide what you want and build from there
- If data not sensitive, choose from available cloud services
- Leverage on present IT systems
- Leverage from present database
- Consider a “land and expand,” “mobile from the start” strategy
- Major work is actually migration and update on HR info.
- Automate or simplify the routine process
- Consider Outsourcing



EXAMPLE

What technology do you need for this example?

(interactive session with the audience)

How Organizations develop new managers

Firstly, identify the company's specific concerns.



What are the core values that the company would like to achieve



What are the competencies that the company would like to attain/develop?



DEVELOPMENT PROGRAM

Pre-Program	PHASE 1 Industry Overview	PHASE 2 Conducting Enhancement Program	PHASE 3 Supplementary Learning & Application	Post-Program Review
Quickly identify potential group of candidates. <ul style="list-style-type: none"> Identifying the change agents from every department who will propagate the behavioral change through generating success 	Industry and Environmental overview <ul style="list-style-type: none"> Internal (overview in general and its strategic direction) 	Leadership <ul style="list-style-type: none"> Leading Change Negotiation Decision Making 	Selected Book Reviews <ul style="list-style-type: none"> Book 1 to 10 (one book per month) 	Assess changes in competency <ul style="list-style-type: none"> Measure the changes and compare the 'before' and 'after' state.
Assess current competency and potential. <ul style="list-style-type: none"> Behavior/personality profiling In-basket Simulation 360 feedback 	Presentation from Key Heads of Departments <ul style="list-style-type: none"> Knowing the challenges faced by each Head of Department Understanding the plan for the next year for the agency Allow for Q&A 	Creativity <ul style="list-style-type: none"> Critical thinking and creativity Scenario planning 	Real Case Studies and investigations within the agency <ul style="list-style-type: none"> Testing their applied knowledge on real case studies Presentation to senior management 	360 feedback or Individual Performance Review (optional)
BOOTCAMP. <ul style="list-style-type: none"> Jumpstart the behavioral change by encouraging change 	<ul style="list-style-type: none"> Candidates would have a realistic overview of industry (2 weeks) 	People <ul style="list-style-type: none"> Coaching and Motivating The learning organisation Managing Conflict 	Placement/Rotation <ul style="list-style-type: none"> Rotation in several departments after the training program (changed every 6 months) 	
<ul style="list-style-type: none"> Understand gaps and identify individual development program (3 week) 		Work Skills <ul style="list-style-type: none"> Getting Things Done* Communication & Presentation* Project Management Effective meetings & facilitation (*Conducted by Rhymin & Partners) 	<ul style="list-style-type: none"> To gain experience and department-specific knowledge Gain appreciation for other challenges within the agency 	
		Strategic knowledge <ul style="list-style-type: none"> Strategic Management Basic Financial Management Basic Marketing Management 		<ul style="list-style-type: none"> Charting individual progress (Before and after snapshot) to gauge learning effectiveness
Coaching Program (optional) - Internal coaching program and intervention at regular intervals to chart progress				



Have the competencies been achieved?
Have we addressed the earlier concerns?



Performance Appraisal System



Rewards and Recognition System

How organizations develop new managers

	Preparation Stage	PHASE 1 Industry Overview	PHASE 2 Conducting Enhancement Program	PHASE 3 Supplementary Learning & Application	Post-Program Review	
OUTCOME	<p>Quickly identify potential group of candidates.</p> <ul style="list-style-type: none"> Identifying the change agents from every department who will propagate the behavioral change through generating success 	<p>Industry and Environmental overview</p> <ul style="list-style-type: none"> internal (overview in general and its strategic direction) 	<p>Leadership</p> <ul style="list-style-type: none"> Leading Change Negotiation Decision Making <p>Creativity</p> <ul style="list-style-type: none"> Critical thinking and scenario planning <p>People</p> <ul style="list-style-type: none"> Coaching and Motivating The learning Organisation Crucial Conversations* 	<p><i>Note: Actual training is based on Individual Assessment result. Usually include Functional Training.</i></p>	<p>Real Case Studies and investigations within the agency</p> <ul style="list-style-type: none"> Testing their applied knowledge on real case studies Presentation to senior management 	<p>Assess changes in competency</p> <ul style="list-style-type: none"> Measure the changes and compare the 'before' and 'after' state.
	<p>Assess current competency and potential.</p> <ul style="list-style-type: none"> Behavior/personality profiling In-basket Simulation 360 feedback 	<p>Presentation from Key Heads of Departments</p> <ul style="list-style-type: none"> Knowing the challenges faced by each Head of Department Understanding the plan for the next year for the agency Allow for Q&A 	<p>Work Skills</p> <ul style="list-style-type: none"> Getting-Things-Done* Communication & Presentation* Project Management Effective meetings & facilitation (*Conducted by Rhymin & Partners) 		<p>Placement/Rotation</p> <ul style="list-style-type: none"> Rotation in several departments after the training program (changed every 6 months) 	<p>360 feedback or Individual Performance Review (optional)</p>
	<p>BOOTCAMP.</p> <ul style="list-style-type: none"> Jumpstart the behavioral change by encouraging change, teamwork and instilling principles 		<p>Strategic knowledge</p> <ul style="list-style-type: none"> Strategic Management Basic Financial Management Basic Marketing Management 	<p>Selected Book Reviews</p> <ul style="list-style-type: none"> Book 1 to 10 (one book per month) 		
	<ul style="list-style-type: none"> Understand gaps and identify individual development program (3 week) 	<ul style="list-style-type: none"> Candidates would have a realistic overview of industry (2 weeks) 	<ul style="list-style-type: none"> Interactive and classroom training (~50 training days) This can be done by internal Training Unit in collaboration with others 	<ul style="list-style-type: none"> To gain experience and department-specific knowledge Gain appreciation for other challenges within the agency 	<ul style="list-style-type: none"> Charting individual progress (before and after snapshot) to gauge learning effectiveness 	
<p>Coaching Program (optional) - Internal coaching program and intervention at regular intervals to chart progress</p>						

So, what is the matter...



Consider these Challenges

	Considering	What we need	Challenges
TECHNOLOGY	Moving services into cloud	Secure Government Cloud infrastructure to enable Mobile and Web services SAAS	Can we use other cloud service (like AWS or Azure)? Or other Online service providers?
TECHNOLOGY	Move database to cloud	Secure cloud storage infrastructure?	Can we use other cloud service (like AWS or Azure?)?
PEOPLE	Successful Project execution	HR as business lead/owners IT as support / developers Process improvement team Policy Review team Change Management team Pool of Data updater	Do we have the resources? Tendency to start big and with low success.
PROCESS/POLICY	Private - HR terms are simpler than other countries. Government – HR terms are unique.	Private - Less customisation is needed. Government – More customisation needed.	The more customization required, the higher the costs.
PROCESS/POLICY	We still need to IT the other processes.	Customisation needed	Cost overrun due to customization. Slow turnaround for changes.

What if.... there is a different approach

Consider this (Generic Solution)

Local secure cloud service for hosting portals, databases etc



Leverage on present Database

Leverage on present IT systems for basic needs

IDEA

Low-code solution to development

BENEFITS

✓ **Speed** - weeks rather than months. Drag-drop features. Form builders. Workflow builders. Quickwins build trust.

✓ **Ideal for Agile Development**

✓ **Analytics**

✓ **Less reliant on IT** – built by Business Owners and administered by IT.

✓ **Mobile and Web**

✓ **Integration** – to other systems/databases and to other 3rd Party

✓ **Easy to learn.** Business users can build applications. Address issue of lack of resources. Re-skilling possible or outsource to local company to develop.

✓ **Version Control**

Problems we face	Need	Solution
<ul style="list-style-type: none"> ■ Slow development ■ Require high skills ■ Lack of skilled resources ■ Weak processes ■ Change management ■ High costs ■ At the mercy of Vendors 	<ul style="list-style-type: none"> ■ Key wins for Digital Economy Council ■ Simple ■ Fast. Agile. ■ Good adoption ■ Low cost. Long term ■ Quickwins for DEC ■ Empowering ■ Secure 	<ul style="list-style-type: none"> ■ Low-code platform ■ 45day learning (fast learning and online) ■ Flexible ■ Local team to help business process improvement facilitations ■ Secure. Cloud. Hybrid ■ Scalable

How does this apply to the HR Function?

1. Using present HRIS and the present databases
2. Create bespoke workflows for your unique processes in your own language – with fast deployment team.
3. Create bespoke mobile solutions to complement web applications – with fast deployment and local team

IMPACT

- ✓ Low Cost
- ✓ Fast Turnaround
- ✓ Meets with End-user needs
- ✓ Used by other departments
 - ✓ Higher LBD score

Problem

- We want it to do all, but not maximize its usage.
- Our processes are unique, ending up customizing a lot
- Dependent on IT
- Expensive to buy and maintain.
- Long turnaround times.
- Too focused on tactical

Solution

Alternative Approach

- Pragmatic
- Agile development platform. Fast turnaround.
- Business owner creates app. IT administer.
- Cost effective. LDB-friendly.

Make it meaningful.

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Thank you

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