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на тему: **Автоматизація HR процесів**

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1.INTRODUCTION

Over the past decades, technology has changed many aspects of our lives. We have got accustomed to online communication, shopping, and other similar services; new technologies made our life comfortable and, in many ways, effortless. When at work, we subconsciously expect job routines and communications to have similar digital tools. Some employees, therefore, live in two worlds. In the professional context, they are often encouraged to work with hopelessly outdated systems compared to their private infrastructure [1, p.330]. Employees expect a more personalized technology environment, similar to the UX provided by Amazon and Netflix. This consumerization of HR technology increases adoption by providing multiple touchpoints such as chatbots, text messaging, and intelligent voice capabilities. [2, p.8].

We discovered that at the beginning of the twenty-first century, HR hardly had anything in common with the kind of HR that had been preached ten or 20 years earlier in the usual textbooks. We experienced an almost overwhelming development towards modernization and professionalization with the aim of competitiveness in both business and labor markets [3, p.20].

Organizations started using digital solutions to automate routine tasks and get quicker and better business results to keep up with the digital revolution. The global COVID19 pandemic has put even more pressure on employers to make workplace transformation and develop a flexible hybrid office. The challenge has been to create a digital workplace to satisfy the needs of people and an organization.

When we consider change, we should primarily be interested in getting people to buy into that change and to see the value they will gain from it. In this sense, adopting the changes is not about the essence of technical details or usage numbers; instead, adoption is more about people and their responses to the changes [3, p.27]. Thus, when designing and implementing the most suitable digital solution it is critical to understand

business processes, everyday routines, pains, and what employees want. The starting point could be running anonymous surveys and getting feedback from teams and departments to learn about their daily work and collaboration challenges.

HR operations, such as hiring, onboarding, performance management, learning & development, etc., should also undergo a digital transformation to provide qualitative support for a business.

When it comes to Scout Gaming Group, the world's leading B2B fantasy sports gaming and sportsbook provider, the employee experience is an integral part of workplace culture and employee engagement. The company has three offices (in Sweden, Norway, and Ukraine, and employs 90 employees and ten contractors from 6 European countries. So, remote workers are a considerate part of the staff.

As a team located in Ukraine and Norway, HR operations did not have any human resource management system in place. The need for this has been for the last two years. The team has been juggling different tools that felt fragmented and disconnected. Processes like onboarding and time off management were time-consuming, errors happened, which took even more time to correct. As the headcount has increased over the past year, it has become evident that some HR areas like learning and development and performance management are left unattended. Furthermore, the HR team experienced low morale because of small accomplishments and not bringing value to the table.

It has become vital to automate routine HRM processes, such as onboarding, offboarding, performance review, reports, and provide employees and managers a self-service solution. As a result of HRM processes automation, HR managers should get more free time for strategic projects and spend less time on administration.

This work focuses on researching the implications that digitalization has for the HR processes transformation. It aims to investigate where a digital solution can be implemented and possibly make the process more effective.

2. UNDERSTANDING DIGITAL TRANSFORMATION

As digital technologies and innovations are dramatically reshaping most of the industry, many organizations are pursuing extensive change efforts to seize the benefits to stay ahead of their peers. Transformations primarily drive these attempts to help cope with the shifts in the market and business environments in the organization [3, p.51].

Digitalization, as Gartner defines it, is "the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business" [4].

Digitization describes integrating digital technologies into workplaces like mobile, easy access, gadgets, etc. It is the process of changing from analog to digital forms for any business function [3, p.38]. Digitization can complement existing processes with digitized data enabling process automation; however, digitization does not improve a process.

Even though businesses have always used technology to scale and improve operations, digital transformation is about updating and upgrading the capacity to compete in a digital economy. Digital transformation is more than just digital; it is about remodeling businesses to be agile, innovative, and customer-centric at their core [3, p.38]. For many, it is a common belief that technology drives transformation, but this is not true as, in most cases, it is a strategy that drives transformation. The most important part is capturing the value and finding the sweet spots among the organization's capabilities, customer needs, and competitor's offerings. Organizations need to consider the entire value chain when making such strategies; they can only get ready for their digital transformation journey [3, p.42].

According to the research Cognizant and Altimeter [5], organisations go through six key stages in their digital transformation. The Six Stages of Digital Transformation reflect the state and progress of an organisation in motion. Although

presented as six distinct steps, companies may not migrate through each step on a linear path or at the same speed. Depending on which groups or change agents are leading specific efforts and departments, digital transformation elements occur in pockets across the stages. As such, each phase is a set of attributes that span multiple facets of the organisation, including operations, CX, digital literacy, training and expertise, and technology [5]. The six stages are organized as shown in Figure 2.
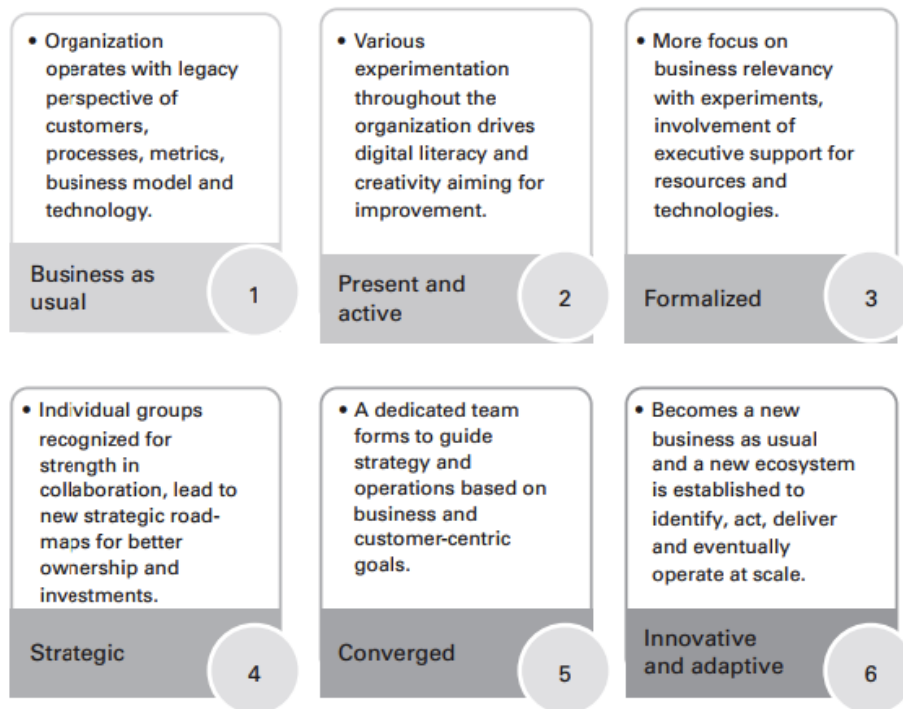
• Organization operates with legacy perspective of customers, processes, metrics, business model and technology.	• Various experimentation throughout the organization drives digital literacy and creativity aiming for improvement.	• More focus on business relevancy with experiments, involvement of executive support for resources and technologies.
Business as usual 1	**Present and active** 2	**Formalized** 3
• Individual groups recognized for strength in collaboration, lead to new strategic road-maps for better ownership and investments.	• A dedicated team forms to guide strategy and operations based on business and customer-centric goals.	• Becomes a new business as usual and a new ecosystem is established to identify, act, deliver and eventually operate at scale.
Strategic 4	**Converged** 5	**Innovative and adaptive** 6

Figure 2. Six stages of transformation [3, p. 42]

Digital transformation is a path that matures an organization's growth towards a more agile, innovative, and digitally competitive state. It will thrive when supported by business strategy and leadership.

2.1. Digital HR

As demographic shifts, social changes, and technological advances drive a change in work, and HR needs to develop accordingly to stay relevant. Digital technology is disrupting business models that put new demands on organizations to be agile and adaptive. Deloitte Insights [6] suggests that this is an opportunity for HR to

take the lead and model how the rest of the organization can thrive in a continuously disrupted environment by 'Being Digital'.

● As such, HR needs to undergo profound change. Once viewed as a support function that solely delivered employee services, HR is now expected to drive the organization's broader digital transformation. This change taking place in three areas:

● Digital workforce: How can organizations drive new management practices, a culture of innovation and sharing, and a set of talent practices that facilitate a new network-based organization and a workforce that includes employees, contractors, contingent workers, robots, crowdsourcing, etc.?

● Digital workplace: How can organizations design a working environment that enables productivity, uses modern communication tools and promotes engagement, wellness, and a sense of purpose?

● Digital HR service delivery: How can organizations change the HR function to operate digitally, use digital tools and technologies to deliver solutions, and continuously experiment and innovate? [6]

This shift is happening rapidly, as HR leaders take on a more significant role in helping to drive the organization to "be digital," not just "do digital."

As figure 2.1. shows Digital HR is the application of advanced technologies and analytics, digital traits and behaviours, and HR customer-centricity through the lens of the organization's HR Operating Model to optimize HR to deliver sustainable organizational performance.
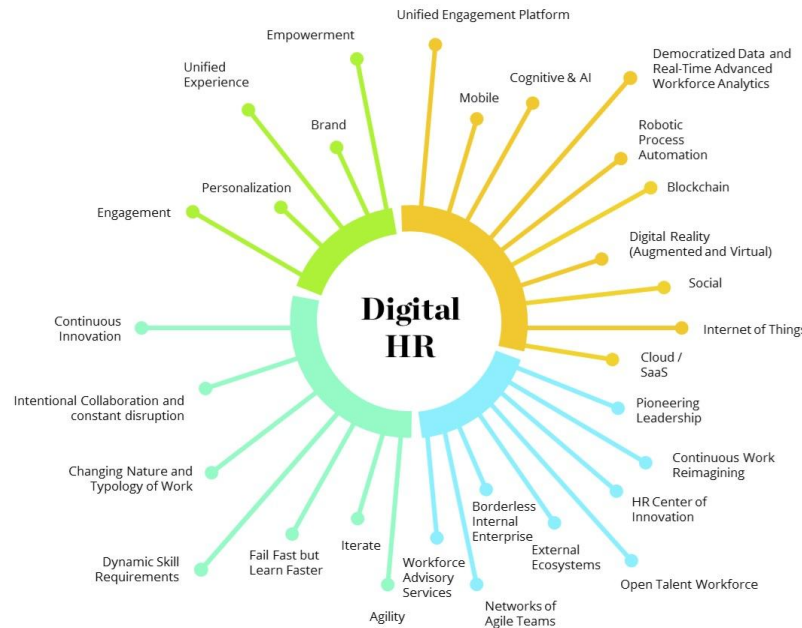
Figure 2.1. Digital HR [6]

Digital HR involves a broad focus on new technologies and employee experience, digital organisational traits and behaviours, and optimising business outcomes. As such, the focus involves both improving the HR function as well as facilitating organisation-wide digital transformation.

The digital journey for HR begins with optimising existing HR operational service and technology. Digitising the HR function happens with adopting and implementing the Human resource information system (HRIS). This leads to the development of digital experience and engagement. HR needs to apply design thinking, personas, and journey maps to create an employee-customer experience. This results in HR transformation, and HR becomes a Digital leader. The next step - HR takes leadership in transforming the whole business into a Digital organisation [6].

HR Technology is now a critical and essential factor to deliver value through HR. It is not an option anymore. HR must learn to leverage technology to drive process efficiencies while delivering higher-order activities, primarily via analytics and insights.

2.2. The use of HRIS in organizations

The research by the Sierra-Cedar HR Systems Survey, a global benchmark of HR technology adoption and the value achieved from the use of these technologies, published in 2020, shows organizations that successfully adopt sophisticated HR technology tools outperform those that do not [7, 8]. The research is based on 1,892 unique organizations representing a total workforce of 22.2 million employees and contingent workers across the globe. They have been conducting this research for over 20 years now, and they have used that data to chart the course of the impact of HR software's use by businesses globally.

Some other impressive research finding presents that elevating the perception of HR and investing in specific approaches to HR technology strategy, integration. Change management correlates to 15% year-over-year increases in overall outcomes. The Survey asks organizations to indicate whether a series of Talent, HR, and Business outcomes have declined or improved over the last 12 months. In addition to these outcome questions, we independently gather financial metrics for all publicly traded organizations responding to the Survey. We then compare multiple organizational aspects across the outcomes matrix and financial data to compare different organization behaviours and types. Each year, we look at over 250 different data points from our responding organizations and statistically determine which factors correlate to higher or lower Talent, HR, and Business outcomes. In any given year, these factors change slightly depending on the economy, industry trends, or respondent demographics. We look for in these types of analysis efforts the things that show up year after year, providing us with the highest level of confidence in the findings. In the last five years of analysis, we have found four consistent factors that correlate to higher Business Outcomes and, more importantly, that the lack of these factors correlates to lower-than-average Business Outcomes. In this year alone, we found improved Business Outcomes among the four factors ranging from 10 to 28%, respectively:

- Regularly updated HR Systems Strategy (10%)

- Regularly updated Integration Strategy (12%)

- Perception of HR viewed as adding Strategic Value to Multiple Levels of Management (23%)

- Culture of Change Management (28%) Significantly, if organizations had these four factors in place for the last five years, they are likely to have seen a 15% increase in their combined Talent, HR, and Business outcomes each year [7].

Most organizations already have automated basic HR administration, the simple automation of HR processes can no longer assure a competitive advantage. Instead, organizations must determine how to use technology to transform their HR practices and market their HR brand. HR is evolving into a more technology-based profession because organizations need to:

- Streamline HR processes and reduce administrative burdens.

- Reduce HR administration and compliance costs.

- Compete more effectively for global talent.

- Improve service and access to data for employees and managers.

- Provide real-time metrics to allow decision-makers to spot trends and manage the workforce more effectively.

- Enable HR to transform so it can play a more strategic role in the business.

A Human Resource Information System (HRIS) or a Human Resource Management System (HRMS) are two names for HR software designed to conduct Human Resources activities and processes. Employee Information Systems have evolved from the automated employee record keeping in the 1960s into more complex management systems [8]. The original purpose of HRIS was standardization in gathering information about and for a company's employees. As technological advancements reshape the workplace, the meaningful use of data information is becoming more and more critical. By looking at a brief evolution of the HRIS process

and current capabilities, it is easier to see how a successfully implemented HRIS moves away from a data input and storage device toward a fully operative decision-analysis tool. Today the focus of HRIS is moving to the next logical step: employee self-service (ESS) [9].

Various authors have advocated using a Human Resource Information System (HRIS) to lead to beneficial outcomes for the organization. Decreased costs, improved communication, and decreases in time spent on routine activities should create an environment where the Human Resources (HR) department would play a more strategic role in the organization [10].

In recent years, cloud computing and the related 'Software as a Service' (SaaS) products have experienced unprecedented growth [11]. The adoption of cloud human resource management systems (HRMS) has been accelerated by the pandemic and significant change in our work.

According to a recent study by Deloitte, 84% of organisations surveyed were planning (or had started) to transform their HR function, the majority to reduce costs (85%) and to improve the efficiency of the HR function (75%) [12].

2.3. Transformation of HR role

Initially focused on making HR operations more efficient and effective through process standardization and technology, the next generation of HR transformation is more tightly linked to business strategy, results, and impact. It is an enabler to create business value through HR initiatives that address a company's most pressing strategic challenges. That means anticipating critical workforce trends, shaping and executing business strategy, identifying and addressing people-related risks and regulations, enhancing workforce performance and productivity, and offering new HR initiatives to help a company improve and grow.

According to Sierra-Cedar 2019-2020 research, efforts to transform the perception of HR over the last five years have resulted in a 20% increase in respondents

who view HR functions as contributing strategic value (46%) to organizations, with Executives 25% more likely to view HR as strategic than HR Directors or Managers [7].

The need to shift from business support and administrative function to generating business value demands new skills and competencies. Over decades 'Father of Modern HR' David Ulrich has been researching and identifying key competencies that enable HR professionals to deliver significant tangible value to organizations. HR competency model consists of nine competencies, grouped into three categories:

- Core Drivers: How do we gain trust and manage competing priorities;
- Organization Enablers: How do we add strategic value;
- Delivery Enablers: How do we deliver outcomes;

The nine competencies are divided evenly among these categories as follows in figure 2.3 [14]:
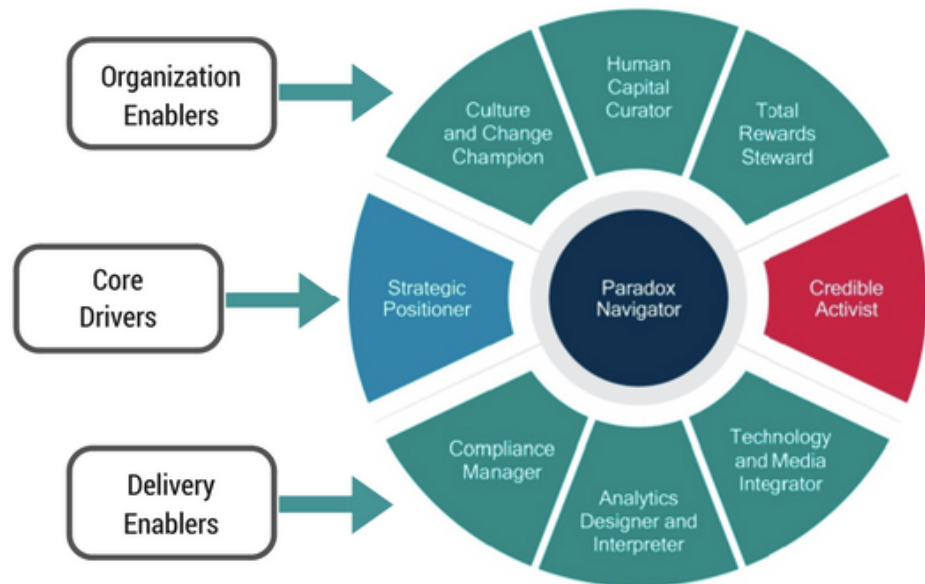
Figure 2.3. Dave Ulrich's HR Competency Model

CIPD sets the international benchmark for the people profession with the new Profession Map. It has highlighted new areas of expertise we need to develop to ensure

we keep up with the external market. 'Analytics' and 'creating value' are significant new capabilities in order to build our credibility and speak the same language as our business customers [15]. The new Profession Map includes areas relevant to all people professionals (purpose and values, knowledge and behaviours), and optional areas dependent upon your role (specialist knowledge).

As figure 2.4. shows the map flows from the fundamental purpose of the people profession is to champion better work and working lives. The core purpose is followed by three traits: outcome-driven, principles-led, evidence-based. The outcome-driven trait is about making a positive difference personally, professionally and socially by championing better work and working lives. The evidence-based trait aims to add weight to professional judgement by supporting a case with solid evidence from diverse sources. The principles-led feature implies seeing beyond rules to do what is right by following three fundamental principles: work matters, people matter, professionalism matters.
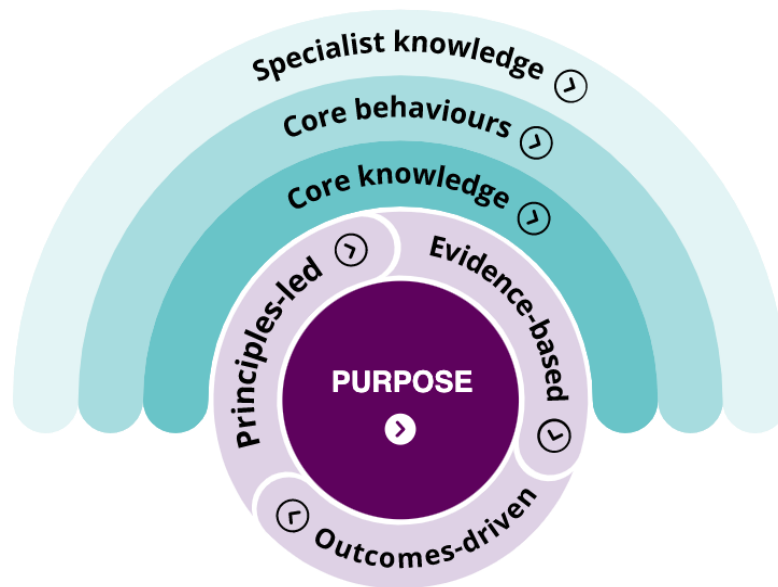
Figure 2.4. CIPD: the new Profession Map.

The next layer of the chart is "core knowledge": regardless of a role, sector or specialism, these are the things you need to know in order to consider yourself an expert on people, work and change. The following layer is "core behaviours": these are the

ways of thinking and acting required to be considered an influential people professional, identified through academic research and feedback from the profession. Specialist knowledge is the icing: nine areas of specialist expertise within the people profession, across HR, L&D, OD&D and beyond (table 2.1.).

Table 2.1.

CIPD: The new Profession Map [16]

Core knowledge	Core behaviours	Specialist knowledge
• People practice	• Ethical practice	• Employee experience
• Culture and behaviour	• Professional courage and influence	• Employee relations
• Business acumen	• Valuing people	• Diversity and inclusion
• Analytics and creating value	• Working inclusively	• Learning and development
• Digital working	• Commercial drive	• Reward
• Change	• Passion for learning	• Talent management
	• Situational decision-making	• Resourcing
	• Insights focused	• Organisation development and design
		• People analytics

Besides the HR role transformation and professional competencies development, a skill that comes forward is leading the change. Deloitte states that the new HR digital leader can be more successful by developing an entrepreneurial mindset, accepting digital as the new reality, investing in talent and new ideas while forging influential partnerships across business units and leading change. This new type of HR leader can also be more effective if they learn to lead a workforce that

includes diverse demographics (e.g., millennials), and liquid talent (e.g., contractors, contingent workers) [17].

There are four dimensions of leadership potential which help determine how quickly a leader can transition as demands increase.

1.	Intellectual Potential: Breadth of perspective, conceptual thinking, decisiveness

2.	People Potential: Adapting to complex and changing interpersonal demands

3.	Change Potential: Driving and responding to change; seeing opportunity in uncertainty

4.	Motivational Potential:Adapting personal drive and focus to achieve in new and changing contexts [17].

A Deloitte Digital and MIT Sloan study reported that 85%of companies believe their leaders' current skills are insufficient for leading a digital strategy. There are and will be leaders across organizations with the tools and potential to succeed, and there will be others who may never get there due to a lack of potential to make the shift.

3. SELECTION, IMPLEMENTATION OF HRIS

As Scout Gaming Group grows, it has become challenging to run HR operations effectively with the existing methods like Excel, Google Spreadsheets, Google forms. The HR team has started looking for a better way of managing the company's work and growth.

Taking into account HR trends and best practices, Scout Gaming Group has developed a hypothesis that HRIS implementation might help manage the company's growth, digitalize HR, and improve employee engagement and satisfaction.

To test the hypothesis, the HR team decided to adopt and implement HRIS as a project.

3.1. HR processes review

The HR team reviewed currently exited HR processes, tools being used, costs of those tools, time being used for administering the processes and errors that took place. Employee engagement rate and employee feedback was also considered as important factors.

The HR team (consisting of three employees) spends appr. 60 hours weekly (or 50% of the time) on administration routine tasks such as:

- Time off requests approvals;
- Tracking holidays & sick days;
- Creating and analysing surveys;
- Onboarding tasks;
- Offboarding tasks;
- Updating employee details in spreadsheets;
- Double keying data into different registers, serving various objectives and having different accesses;
- Creating and updating reports in spreadsheets;

● Administering performance review feedback via Google forms and spreadsheets;

For the purposes mentioned above, the HR team has been using various tools, like G Suite, Survey monkey, Metatask, Peakon; an annual subscription cost was €9000. Even though G Suite would stay in place as one of the essential tools, the HR team considered getting rid of the rest of the solutions favouring one platform.

At the moment of this evaluation, the engagement rate was 8.8. The full Scout GG's engagement survey report is accessible by the reference link [18]. Both employees and managers provided feedback about the flawed process of time off approval and accessibility to information about absences. Also, information on time off balance was not open to employees. Every time someone wanted to know how many holiday days they have left, they needed to contact HR. All these points were considered bottlenecks for developing HR initiatives and bringing value to the business.

3.2. Objectives and expected benefits from HRIS implementation

HRIS can serve as a crucial tool in providing a competitive advantage to organizations. It involves measurability, better management of data and information, equally providing scope for measuring key HR practices and their outcomes on employee productivity and organizational performance.

HR team of Scout Gaming Group decided to adopt and implement HRIS for attaining the following goals:

● Implement employee self-service and HR processes automation to remove the burden of endless paperwork from the HR team, enabling them to invest time and energy directly into the employee experience.

● Information accessibility and visibility: an easily accessible database that provides HR leaders with data and reports to make informed, evidence-based decisions; a platform where employees can find company-

related information as well as information about their teammates: responsibilities, hobbies, superpowers; facilitate transparency in the system, thereby resulting in improved employee satisfaction from his job and convenience for the management in proactively responding to people related affairs.

● Maximize employee experience, empower employees, connect them to Scout culture.

● HR as a Strategic Partner. HR functions in alignment with the corporate strategy and today play a strategic role in driving business objectives through effective management of human resources and implementing HR best practices/interventions for improved employee performance.

3.3. Identifying and gathering business requirements

Listing goals and expected benefits were probably the easiest part of this undertaking. What came next was identifying a solution to both meet our business needs and fall within the business' budget. After a comprehensive search, demo calls, and comparison of various HRIS, it has become evident that not all solutions are built and look alike.

The selection criteria was designed to narrow down the search:

● Employee and manager self-service

● People directory, org chart, employee profiles

● Automated Onboarding

● Performance review feature

● Survey feature to replace current tools

● Reporting

● Integration with Slack

● Mobile app

● Modern design: user interface & usability

- Cost

Other factors considered:

- Current company size and potential growth (expected number employees 100-250)

- Possibility of self implementation

- Possibility of customization for own needs

- Responsive customer support (this factor was not considered at the beginning but turned out to be quite important during the launch phase);

3.4. Vendor choice

Growing businesses require a system that is flexible enough to meet our specific needs today—and help us build a successful company in the future [18].

Based on the selection criteria there was created a spreadsheet [Annex 1] to evaluate and compare the options. The search has landed on the Hibob HRIS, thanks to its usability design, functionality, and price. They are a growing company like Scout Gaming Group is, so they understand the needs of small and middle-size companies and the platform they have developed is improving and becoming better every month. This factor was also crucial in choice making.

3.5. Pitching the business case to C-suite

There were two phases of the Hibob business case presentation to the Scout leaders. The first meeting happened in March 2020 with the COO, and the presentation was quite well received. The plan was to present the case to the company founder and the CPO Andreas Sundal shortly next. However, that did not happen as the pandemic and the lockdown in Europe began, and the company management was uncertain about the future financial state of the business. Scout Gaming Group's business model depends heavily on real-time sports events as the company offers daily fantasy sports

games and the sportsbook. The project was on hold until autumn 2020. Scout GG had a stable quarter three with sharply increasing revenues, led by the restart of global sports, the speed of recovery exceeded management's expectations. The HR team used the moment to present Hibob to Andreas Sundal, who also saw the need for the HRIS platform to help manage talent, employee experience, HR processes, and growth. There was another round of price negotiation with the Hibob representatives. The deal was sealed before Christmas.

4. SELF IMPLEMENTATION OF HRIS

Acquiring Hibob was an exciting prospect though it was a pretty expensive one. The offer included the platform implementation fee, which was possible to remove by doing the self-implementation. The Hibob people provided all guides, templates, and how-to videos to support this. It took around 80 hours for one HR to perform the self-implementation, however as this person also had other regular HR responsibilities, it took a month to prepare the platform to launch. In this chapter, the implementation phases are presented.

4.1. Project management plan

To help Scout follow all the implementation steps, Hibob created a project management plan. Also, many additional layers of ongoing support were available:

- Series of demo webinars;
- bob's Help Center, full of valuable articles on bob's features;
- bob's Youtube channel, a video library of valuable how-tos and recorded webinars;
- Blog 'HiBlog', covering various HR subjects;
- Live in-app chat, where customer support team is waiting to answer any of how-to questions;
- Regular webinars with the product team.

The project management plan included: pre-implementation; basic account settings; data import; setting up time off; setting up hr processes (Scout started with the basics: onboarding and offboarding); advanced settings (roles and permissions, integrations with other services like Slack, Google authentication; google calendar, platform UI customization); and the going live phase.

Some steps of the project plan were mandatory for going live. Scout could either go live quickly with a basic pre-launch setup by completing only the mandatory

steps, continuing setup post-launch, or follow all the steps above and have Hibob completely ready to go before launching.

4.2. Pre-implementation

Before the actual implementation, the HR team had an excellent opportunity to rethink the existing processes and systems. The discussion went around these subjects:

- What data the HR team wants to store in Hibob?
- What are the main processes?
- What new processes are desired to implement?
- How would you like to boost company culture?
- What is the plan to increase engagement?

When it comes to storing data, the intention was to have all employee-related information in one place: start date, probation end date, tenure, job title, role description, their manager, employment history (promotion, rotation, etc.), birthday, contact details, identification like passport date, bank account, family information (children), payroll, training, equipment information, time off data, performance review feedback, agreements. Even information like t-shirt size and food preferences was necessary, and having it easily accessible and updated would be a relief. All these were kept in google sheets, and sometimes the same information was double keying in different documents to provide different levels of access. The goal was to collect all the existing information and create automated workflows to gather it in the future.

Some HR processes were common for both Ukrainian and Norwegian offices, and some were managed in the Lviv office only as table 4.2. shows.

Table 4.2.

HR processes

HR processes in both offices	HR processes in the Lviv office
● onboarding	● engagement survey

● offboarding, ● time-off management, ● compliance with company policies	● performance review ● reporting

There were two reasons for the split: lack of HR resources in the Norwegian office (there was only one HR professional, who was also responsible for social media, PR, recruitment, and the office administration) and cultural differences. F.e. Norwegiance preferred one to one meetings with employees instead of anonymous surveys.

The plan was to unifi HR processes for both offices to ensure employees get similar employee experience.

The HR team also desired to implement benefits administration to assure employees are aware of what benefits they have, encourage them to use them, and keep track of what benefits are widespread among specific employee groups. Automate the policies compliance procedure and implement OKRs also were in the HR backlog.
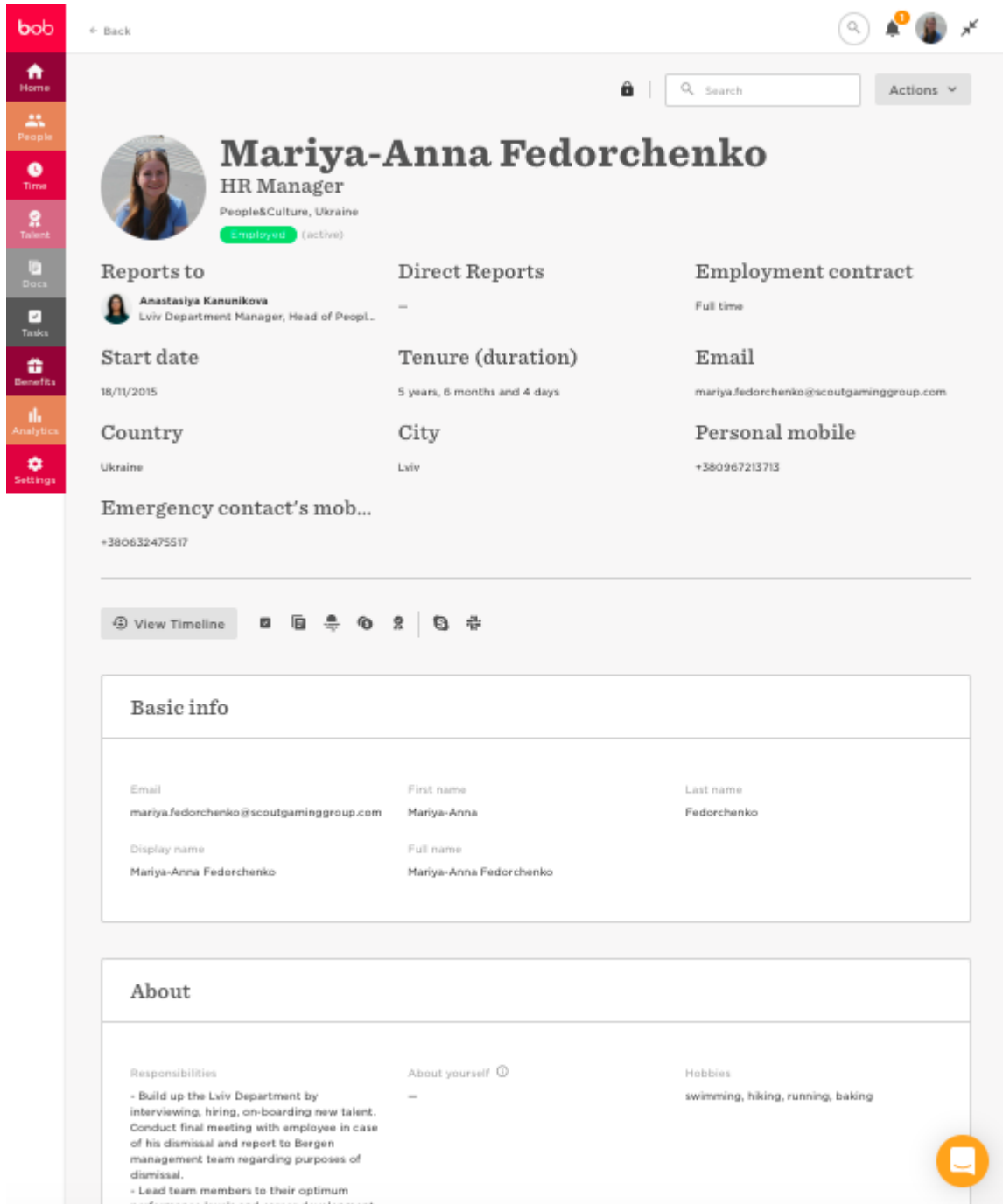
About company culture, it would be nice to improve internal communications by sharing strategic goals, connecting offices and employees who work from home these days. It is worth mentioning that Scout Gaming Group has a monthly digest with the company news and project updates, shares project updates in the slack channel, and weekly teams updates newsletter. There is room for some social updates.

Engagement. The survey process was enabled in the Lviv office, with surveys running quarterly. However, there was no survey on the Norwegian site, and the number of remote employees in Europe was not included. The plan was to start running an Engagement survey with all Scout employees. While the Hibob implementation took place, the HR team was reorganized and centralized in Lviv.

With all the above mentioned in mind, the HR team started the implementation process.

4.3. Data import

The self-implementation journey started with data collection and preparation to import it into the system. As the platform offers an employee profile (figure 4.) with the employee field settings, adding, removing, editing, and marking fields as mandatory is possible. Besides, employee profile fields are used when creating flows (automated system processes) and onboarding. It was needed to consider what other information Scout may need to store regarding the employees. If none of the categories fit, there was an option to create a brand new category to include those fields (figure 4.1.). Scout created the Equipment category to store information about equipment landed from the company and the private company category since many employees have a contractor type of agreement with Scout.

Figure 4. Employee profile.
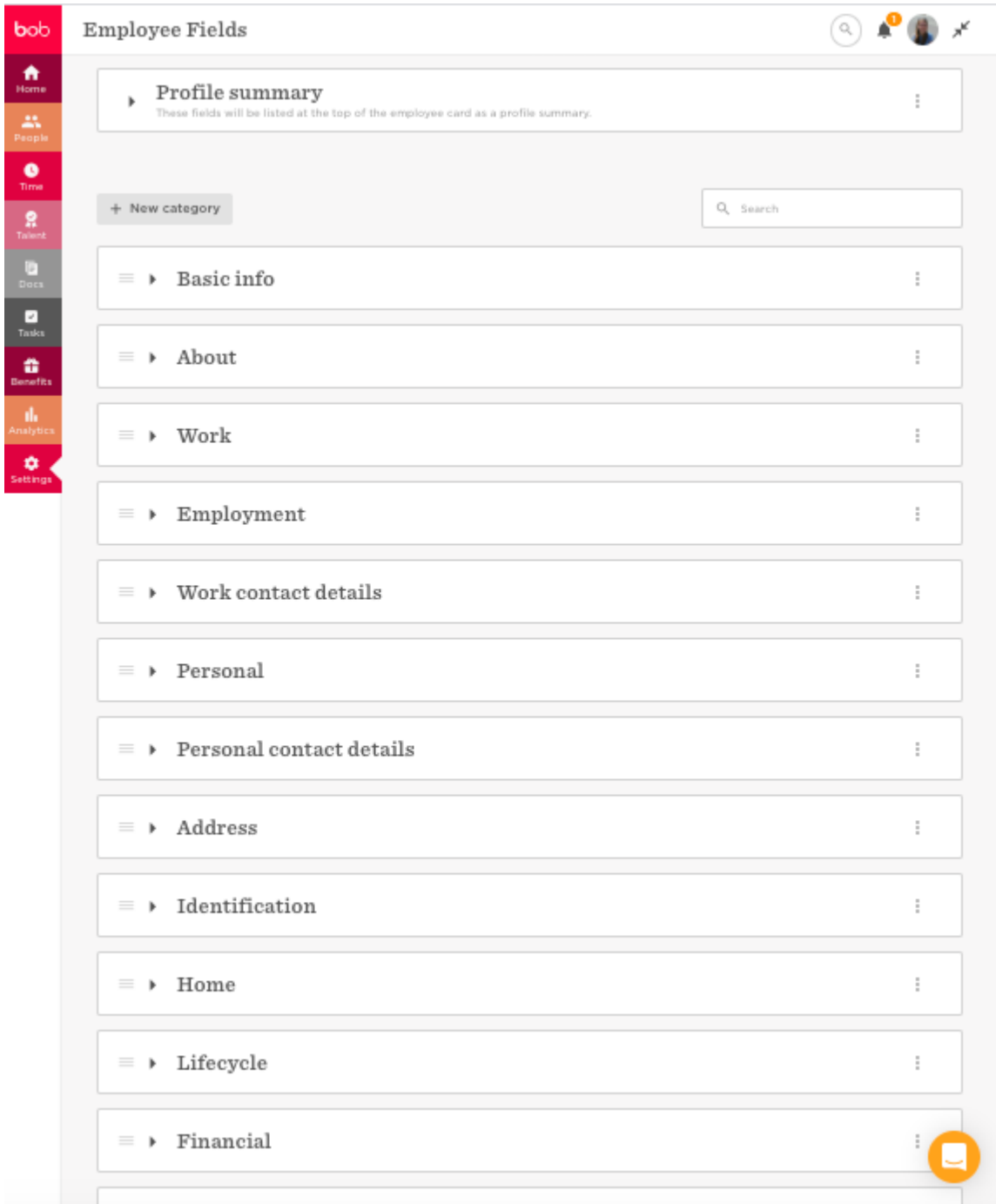
Figure 4.1. Employee field settings

To import all current employees at one time, the people data was gathered in an excel file:

- basic info (email, full name, employee ID, start date, site, birthdate, nationality, personal contact details)

- salary information
- work information (job title, department, reports to)
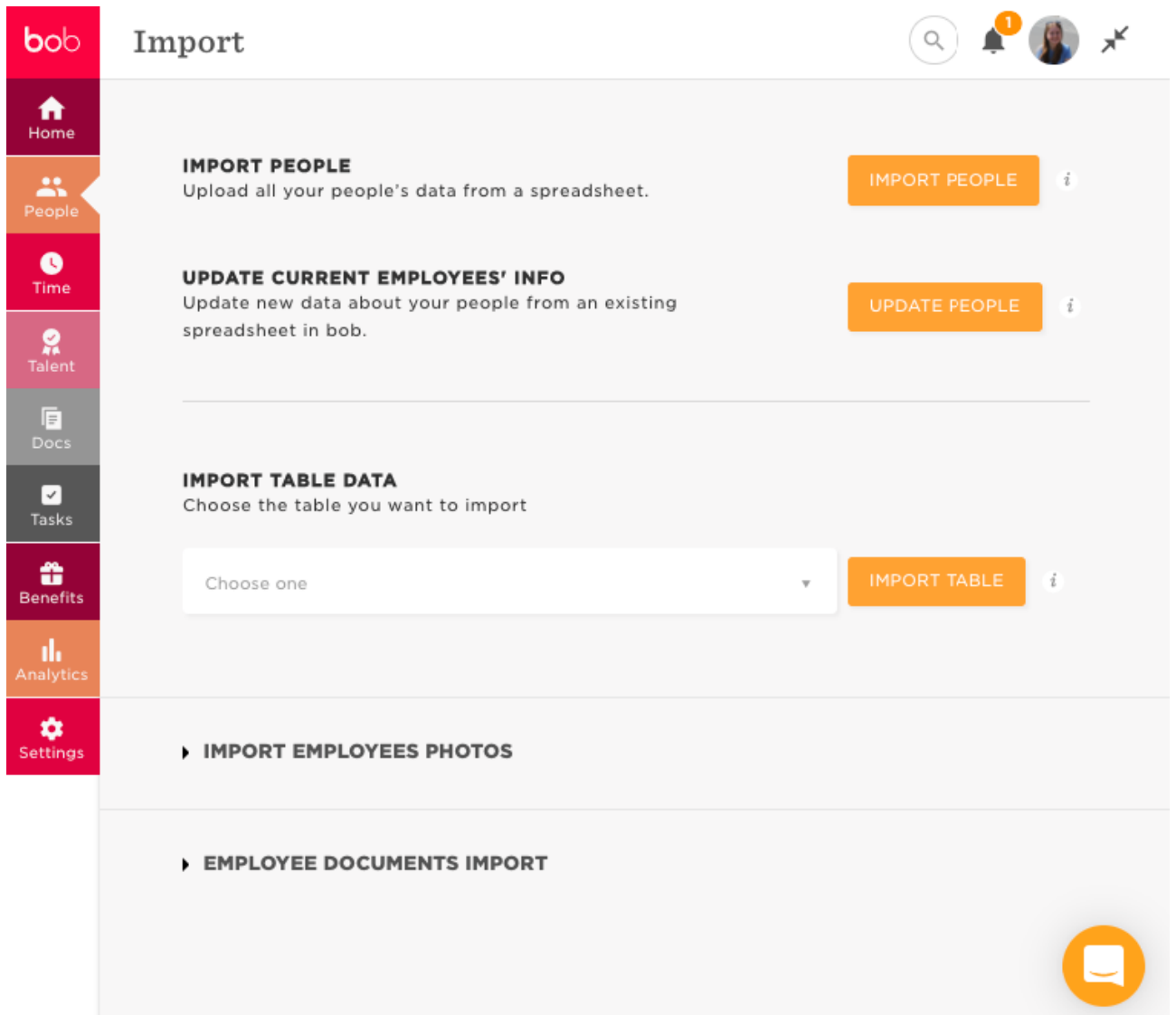
The import page is illustrated in figure 4.2.

Figure 4.2.

4.4. Configuring time off

The configuration of time off rules consists of two parts:

- Policy Type setup
- Policy setup

A policy type is the name of the type of absence an employee can request. Typical policy types are Holiday, Sick, Vacation, Work from home or any other type of absence that the company manages. In addition, a Policy type could pertain to absences that are only applicable under specific circumstances (such as Wedding, Maternity Leave or Childbirth).

The policy type holds general definitions of the absence (such as whether it is tracked in days or hours or considered a paid or unpaid time off). However, it does not define the regulation itself as to how the allowance is calculated, the annual entitlement, unused days left in the balance are carried over to the following year, and so on. Since the regulations may change based on the employee's role (a C-level employee, for example, might be entitled to 25 days of vacation where a Line Manager is only entitled for 20 days of vacation) or based on different legislation for different sites (in Norway, the holiday entitlement is different than in Ukraine), a given policy type have multiple sets of rules and regulations. These are called Policies.

A policy is a collection of rules that govern a type of leave. Bob enables adding as many policies as needed for an organisation. For example, there could be a sick policy that would grant employees 20 days (where the whole amount assigns at the beginning of the year), and another holiday policy that would grant employees 20 days (but the days are accrued monthly) and another group which has no allowance and are entitled to request as many sick days as they want to.

Therefore, employees get to a specific policy that pertains to a policy type, as described in figure 4.3.
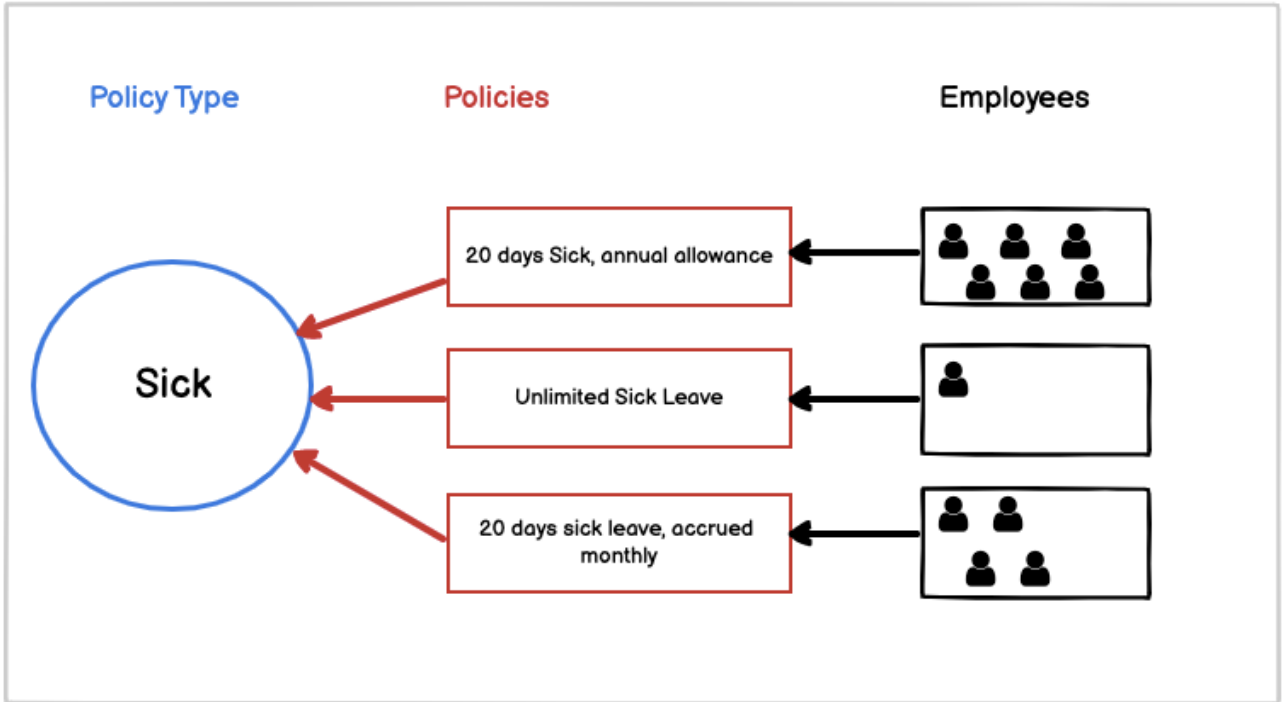
Figure 4.3.

When an employee requests time off or wishes to monitor their balances, they will be shown with the policy type (that is, he will request a Sick leave or Vacation). However, behind the scenes, the employee's policy will dictate the values such as current balance, how many days can be requested, etc., as figure 4.4. shows.
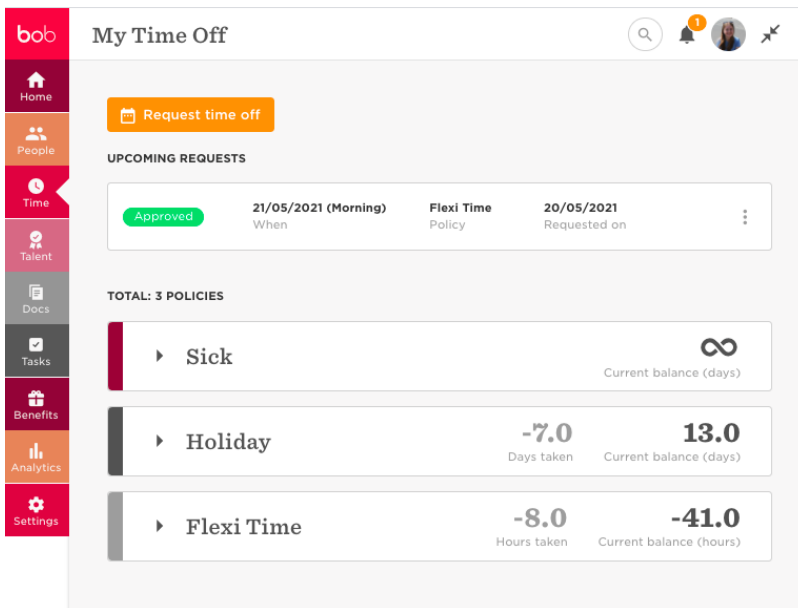

Figure 4.4.

An HR or a manager has a time off overview on the People's Time Off page. By choosing a policy type, employees who get a specific policy will be displayed. It shows their time off balance and amount of days taken this cycle (figure 4.5.)
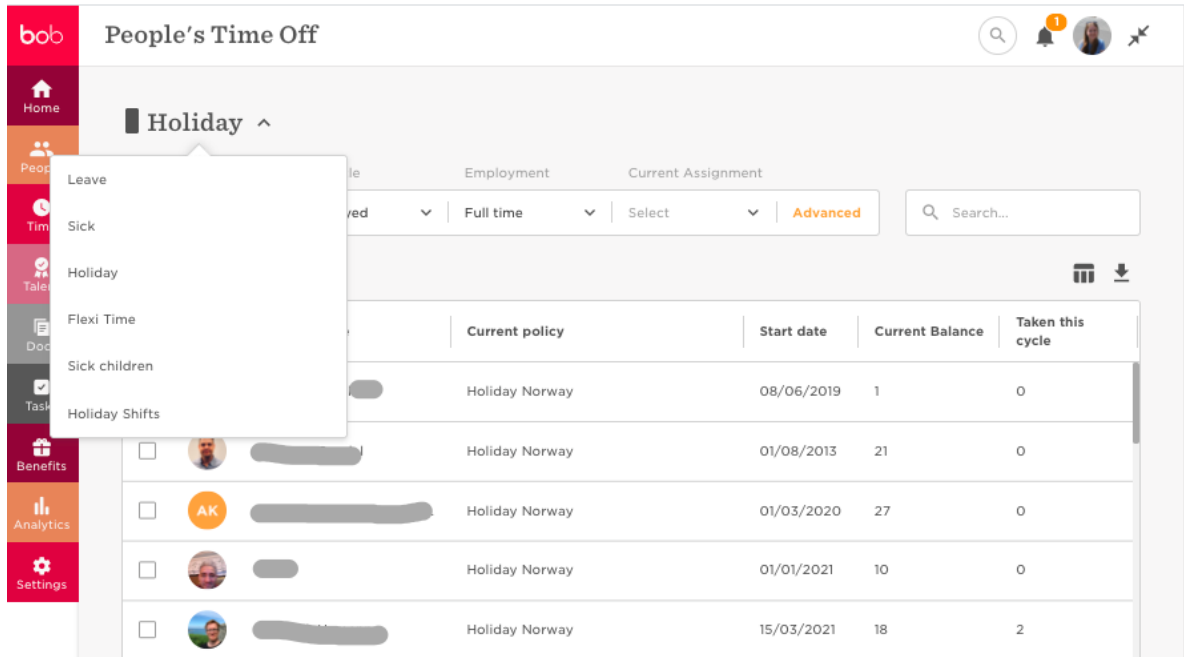
Figure 4.5.

When requesting time off, all employee requests will be automatically added to the time off calendar (figure 4.6.), which every employee can export to their google calendar. A slack integration will send daily notifications about the current day's absences (figure 4.7.).

Figure 4.6.

Figure 4.7.

When configuring time off, there was a setting which days vacation is allowed to take. As Scout has two departments working 24/7 (the Customer Support and StatsCenter), therefore they may take vacation on any week day, Saturday and Sunday including, the policy type setting was chosen to "Any day week". Later, after launch, employees who are allowed to take vacation on Mon-Fri experienced weekend day booking when booking vacation days from Friday to Monday. So four days were subtracted from the balance instead of two. This was perceived as a bug at first, however the Hibob support team explained that we need to set up two kinds of holiday type: one for employees with holiday on Mon-Fri, and another for employees with holiday any weekday. This way, employees of the first category when booking holiday on Friday-Monday will get two days deducted from the balance.

Another decision made during the time off configuration was granting time off benefit for remote employees who work in Europe. As it was mentioned in the beginning, Scout has employees in Norway, Ukraine, and several European countries. Therefore there were three types of contract: classic employment contract for employees in Norway, hybrid consultancy contract with benefits like time off, healthcare and tuition reimbursement for employees in Ukraine, and classic consultancy contract for employees in Europe (let us call them "remote employees"). As remote employees worked more hours than standard they were allowed to take time off without any limitations when they needed to. However, his approach was not straightforward for employees, they were shy to take time off and from HR perspective managing this took even more time than they would have a standard time off policy. F.e when they took time off the update was not in the Hibob as they weren't assigned a policy. This contract peculiarities were not a common knowledge for all employees and many were confused why their colleagues are absent when there's no information about their time off. Aslo, Scout management mentioned that all employees regardless of the contract are treated similarly in the company. HR used this argument to negotiate with the management providing standard time off policy for all remote employees. This

was a great win, both for the company and employees. Remote employees felt they were appreciated and the management side of time off booking was easier for HR. Also, the number of remote hires increased in 2021, and the time off benefit is a competitive advantage when hiring remotely.

Another important aspect of time management is working time reporting. For the last two years Scout Gaming Group was using ERP Xledger, which has time reporting as a part of the system. Both employees and management hated it as the design was so horrible and not efficient. Also, it was expensive.While adopting and implementing Hibob, the Head of Finance decided to quit Xledger. Time off reporting in Hibob was considered as a replacement. After thorough testing it became obvious that Hibob's time reporting is much simpler and did not have some needed parameters. HR contacted Hibob's customer success manager about possibilities to develop needed features. Indeed, there was a plan to improve this part of the platform however it was planned to deploy at the end of the year. Scout couldn't wait so long and got a Harvest time reporting app instead. It's a pity that Scout continues to use different tools for time off booking and time off reporting, however we couldn't sacrifice the quality of time reporting and hours are used for invoicing.

4.5. Defining HR processes: Onboarding

What the HR team was immensely looking forward to was automating HR processes and managing documents. Hibob's Task Lists is a workflow automation tool built to help run HR processes efficiently and get people involved. With automated processes, HR can spend less time doing repetitive tasks and more time where it counts.

A Task List is an automated workflow made up of various tasks that can set off actions within and out of bob. Task Lists can start on a particular date, tied to an event, or upon completing another process or action such as a change to employee status. For instance, several stakeholders may have set actions that need to be completed before the start date of a new joiner (figure 4.8.).

Before Hibob, the HR team used the MetaTask web app to follow the onboarding process. This solution has some limitations: as it was an internal HR tool, new joiners and managers did not have access. It was a one-way street as HR would copy the task and send it to a new joiner or manager in Slack or email. Neither manager nor employee had an overview of the onboarding, and all the responsibility was on the HR shoulders. With bob, once a task list is triggered, all the participants of the onboarding process are assigned tasks and get both email and slack notifications (figure 4.9.).
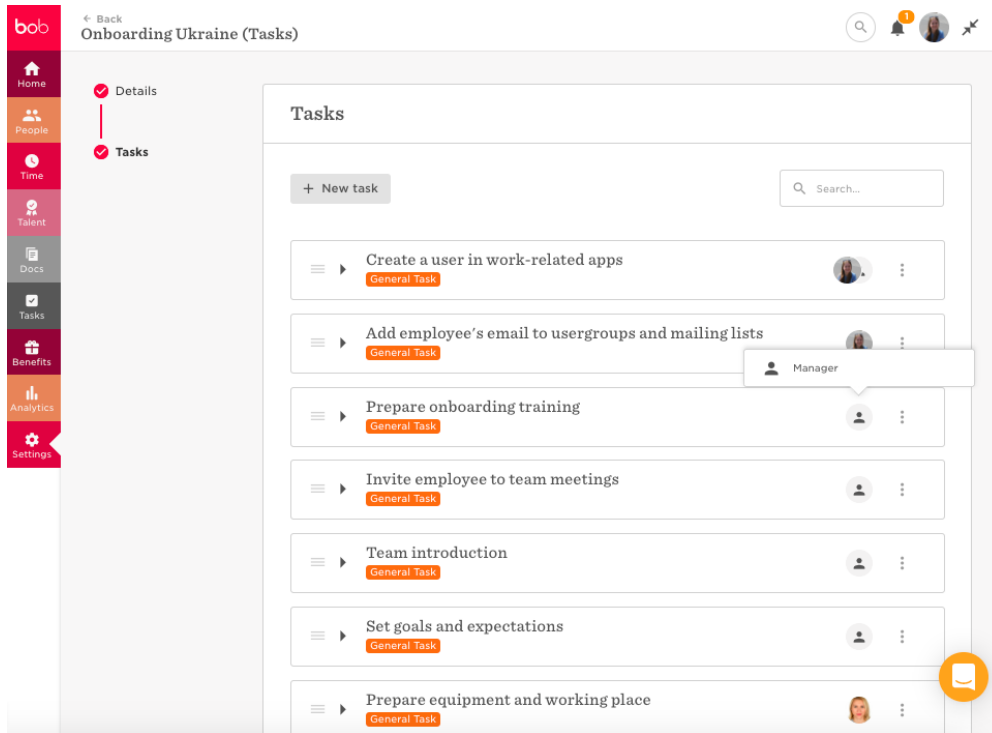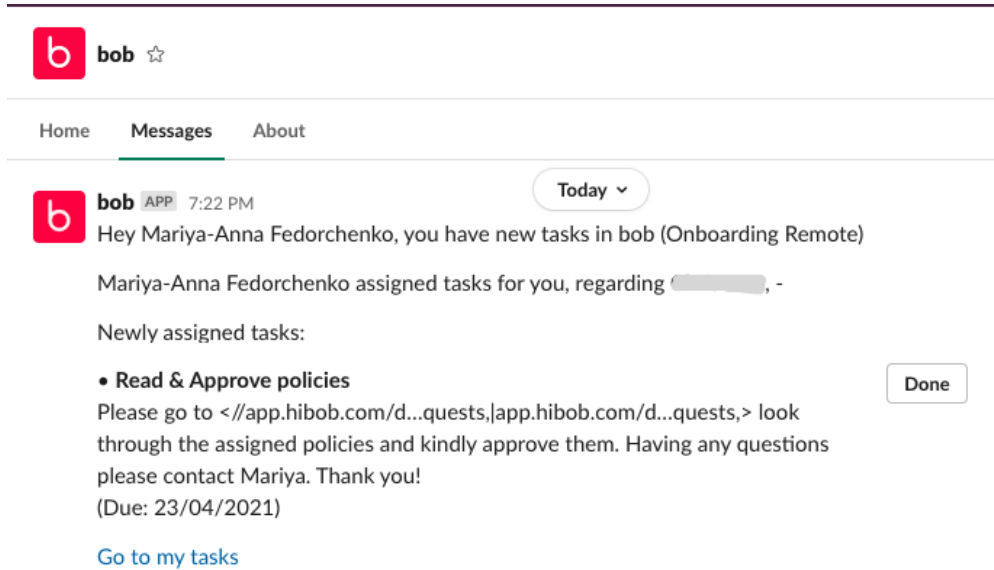

Figure 4.8.

Figure 4.9.

There are four types of tasks to choose from: General task, Email task, Employee Feedback task, and Calendar Event task. General tasks are a basic task type that can be scheduled based on lifecycle events, dependent on another task, and applicable to a specific audience. Email tasks help automate sending custom emails tied to a specific date or event, a handy way of sending reminders and notifications to stakeholders. Feedback tasks allow automating feedback collection at all the right times, with triggers based on the timing of employee lifecycle events. Calendar Event tasks can automate the meetings scheduling between people in an organization, slotting in time for important events and check-ins.

All these tools ease the onboarding for HR and engage an employee and a manager. When a new joiner knows what is expected of them during the onboarding, it gives them a feeling of predictability, and they can take responsibility for it. An HR and a manager can oversee a new joiner's onboarding progress from the People's tasks page (figure 4.10).
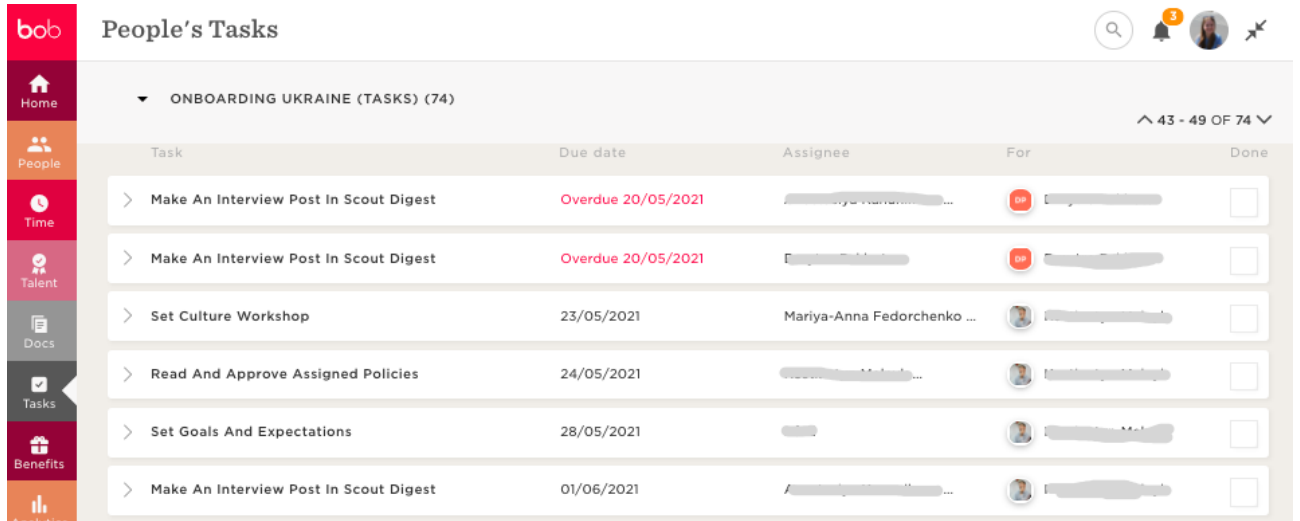
Figure 4.10.

Besides the task lists feature, the platform offers automated flows, which the system will run when a new hire is added. The flow guides HR through all of the necessary steps to add a new hire to the system, such as entering the employee's basic information, attaching documents to their profile, defining their payroll, benefits, and time-off policies, all in one go.

The nice new thing about onboarding was automated emails which new hires get when they are added to the system. This is another relief from HR shoulders.

While implementing onboarding HR had a discussion with the Head of Finance in Norway, who was substituting HR in that period. The Head of Finance was used to Metatask and believed we could keep onboarding in the two systems. After some negotiation and the platform demo he became convinced that the full switch to Hibob was a better solution.

4.6. Redesigning information security policy awareness procedure

Scout Gaming Group engages to conduct its operations in compliance with UKGC and MGA licenses (the United Kingdom's Gambling Commission and Malta Gaming Authority). Therefore Information security policies are created to follow the

standards and regulations set by the UKGC and the MGA. There are 8 to 12 policies an employee has to read and sign over the first month of employment. When a policy is updated or a new one is published, all employees have to read and sign confirming that they have read and are aware of their security responsibilities. Managing this process was a headache for HR, who is accountable for policy awareness and training. There is an annual audit checking the compliance with the policy awareness program and HR spends weeks before the audit to organize and prepare everything needed.

With the Hibob system in place Scout decided to change the process of signing the policies by employees and utilise the "Read and approve feature". As a part of the platform is a cloud system for storing and sharing documents and a document approval flow for approving documents digitally. The company's policies and procedures now are available through Hibob. These are general policies and procedures applicable to all employees of Scout and role-specific policies and procedures available to employees of a specific department (figure 4.11.).

The employees can access these policies when they join the onboarding stage. The system sends a read and approval request to an employee on their Scout email. The document status changes to "Pending read" in the system (Figure 4.12.).

However, employees may be required to read and approve specific policies and procedures after an incident occurs and at a regular interval of time.

By approving a policy, the employee confirms that they understand the content, agree with it, and actively participate in its implementation. All employees are encouraged to raise questions regarding a policy before approval to the HR Manager or direct line Manager.

HR has an overview over the approval progress and can send reminders to employees (figure 4.13-14.). The document approval status can be downloaded as an excel file and be used for an audit (figure 4.15.).

To document this change in the Policies awareness the Information Security Awareness Procedure was drafted.
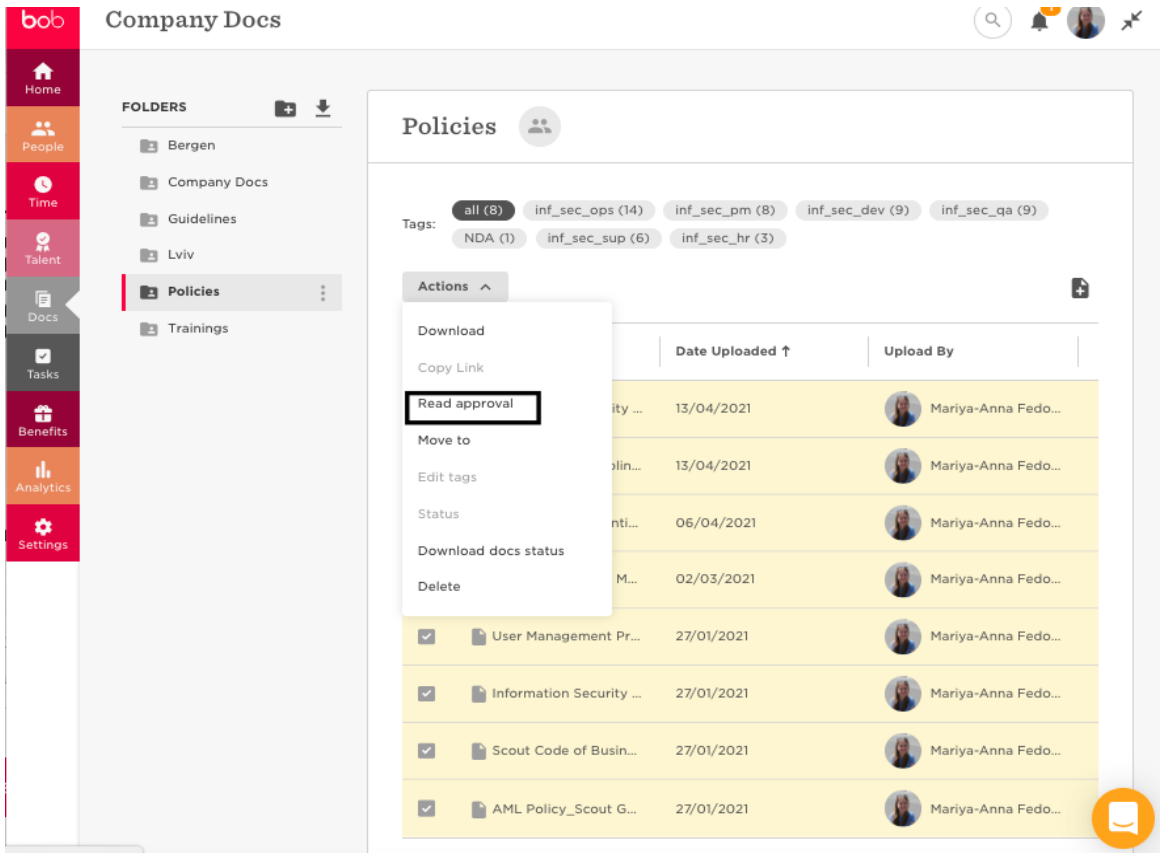
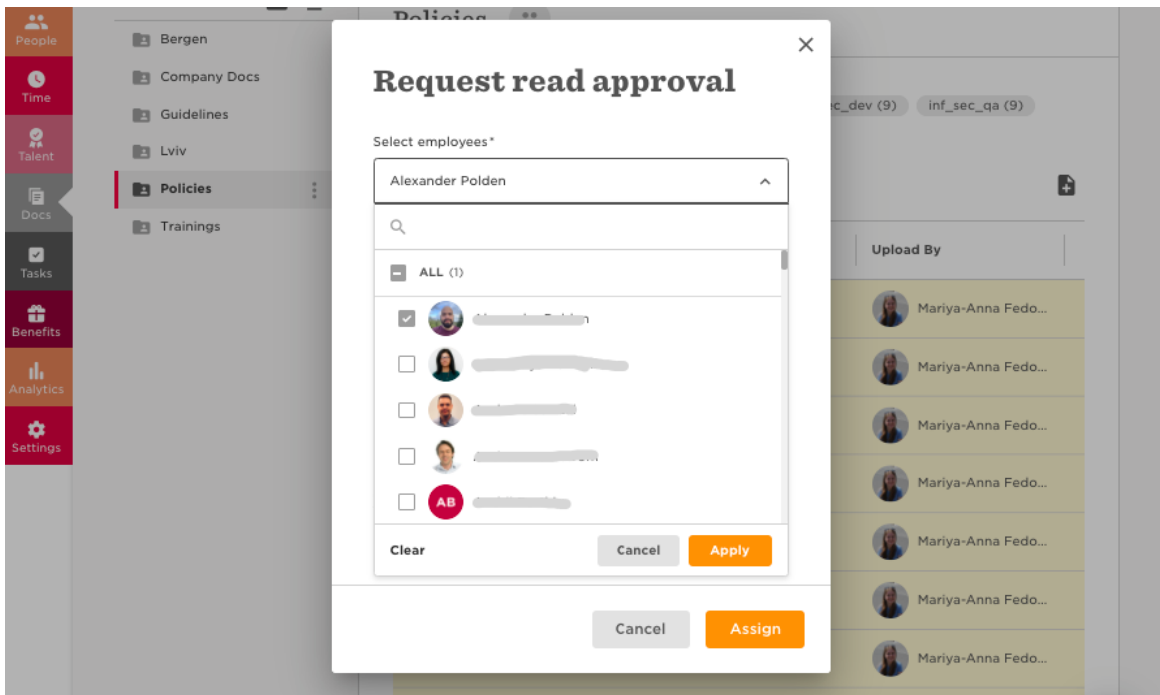Figure 4.11. Requesting Read approval, step 1.
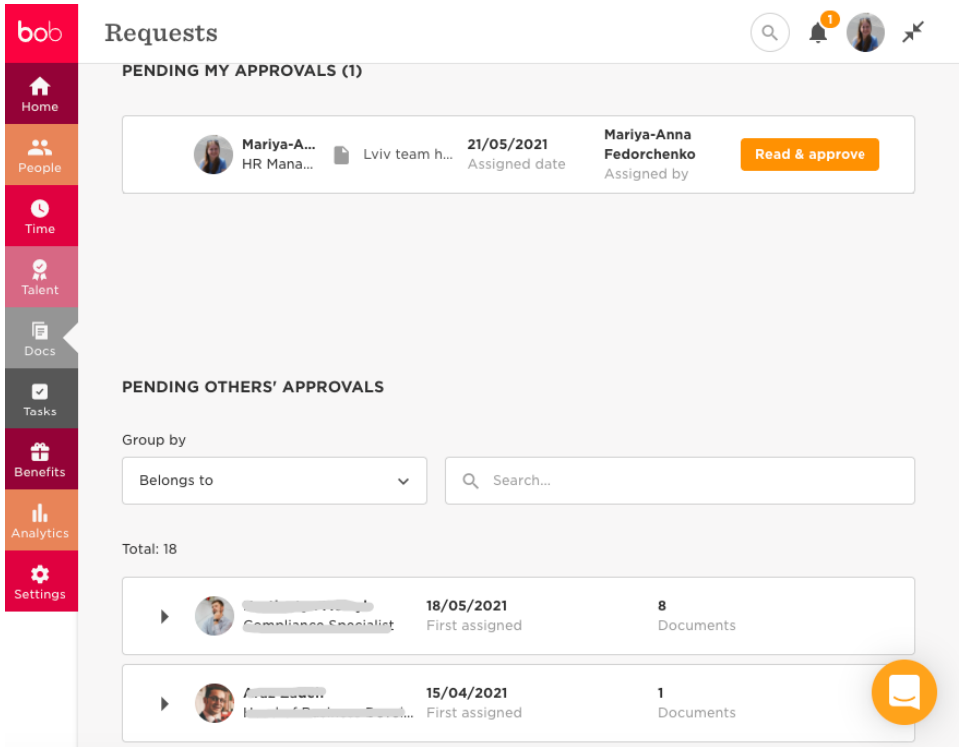

Figure 4.12. Requesting Read approval, step 2.

Figure 4.13. Overview of all uncompleted read approvals.
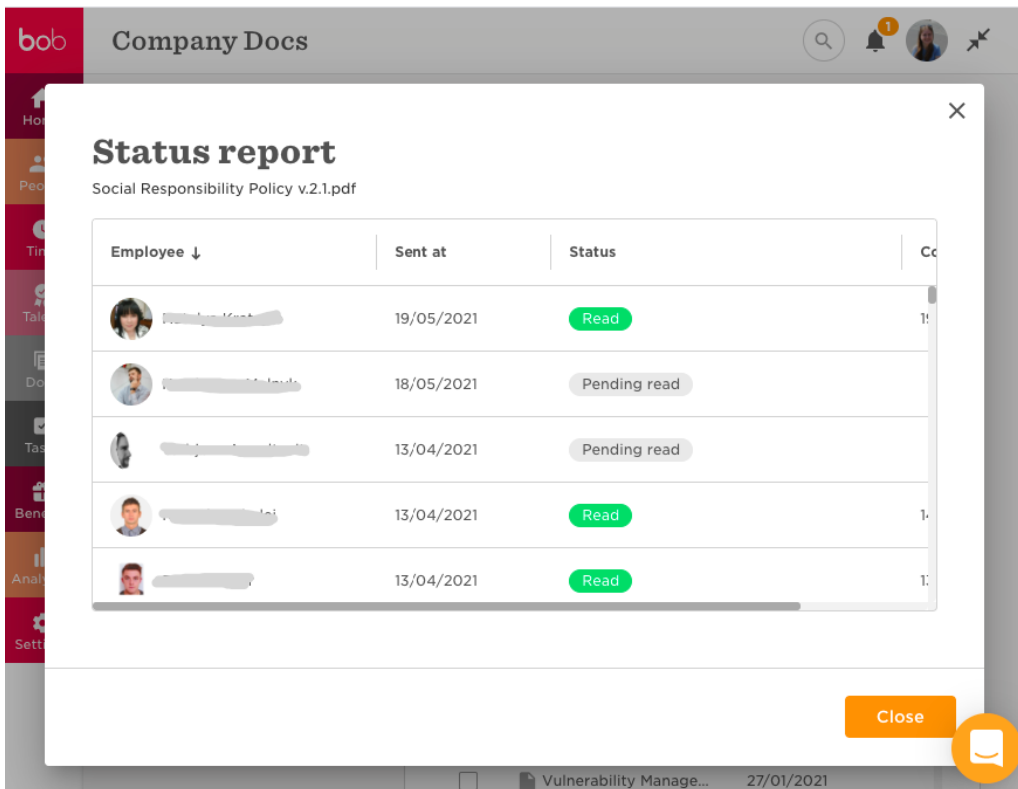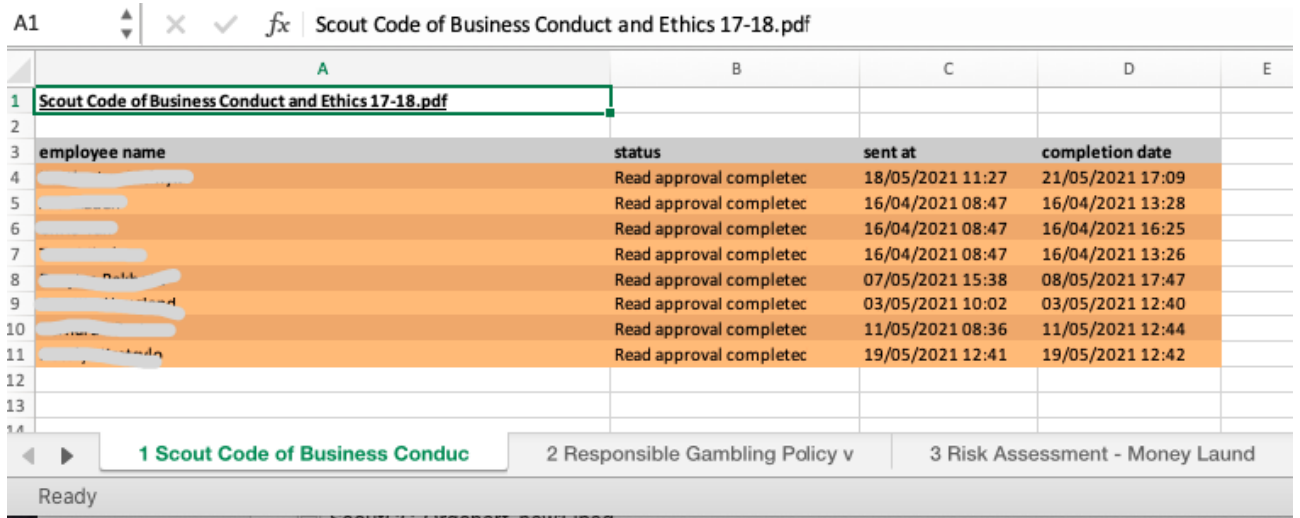
Figure 4.14. The document status overview.

Figure 4.15.

4.7. Going live

Launching bob was an exciting process and going live was thrilling. The communication was through email, slack posts, and a presentation during the be-monthly demo meeting (a regular meeting for presenting project results). See detailed communication plan described below in table 4.1.

Table 4.1.

The Hibob launch communication plan

Audience	Communication channel	Frequency
Employees	● Email: The launch announcement, guide attached	Once Once
	● Email invitation to the platform sign-in	Once
	● Follow-up in the #scoutgaminggroup Slack channel	Twice
	● Presentation during the demo meeting	Once
	● Follow-up in the #general channel in	Regular

	Slack when issues occurred and providing guidance in direct messages. ● Managers became first contact to help employees follow-up new procedure.	
Managers	● Dedicated channel in Slack to teach and help managers using the platform from the managers perspective.	Regular posts several times a month.
Top management	● Reports on the platform launch progress and results during monthly meetings.	Monthly
HR Team (Head of Finance, Recruiter, Head of People and Culture)	● Several demo presentations	
Specific roles: Accountant, Compliance	● Providing a role relative access, demo presentations ● Creating guidelines and procedures ● Follow-up in direct messages.	Once

Over the first week, almost 80% joined the system and filled-in their profiles. The first most commonly used feature was time off booking which was a fresh experience for employees—no more google sheets updating.

4.8. Automated HR analytics

Another excellent feature that was a pleasant surprise for the HR team was the HR analytics page. F.e., It shows that 24 new employees were hired and ten employees left over the past five months and turnover and attrition rates, which is insightful and will help make better people decisions in the future (figure 4.16-17.).
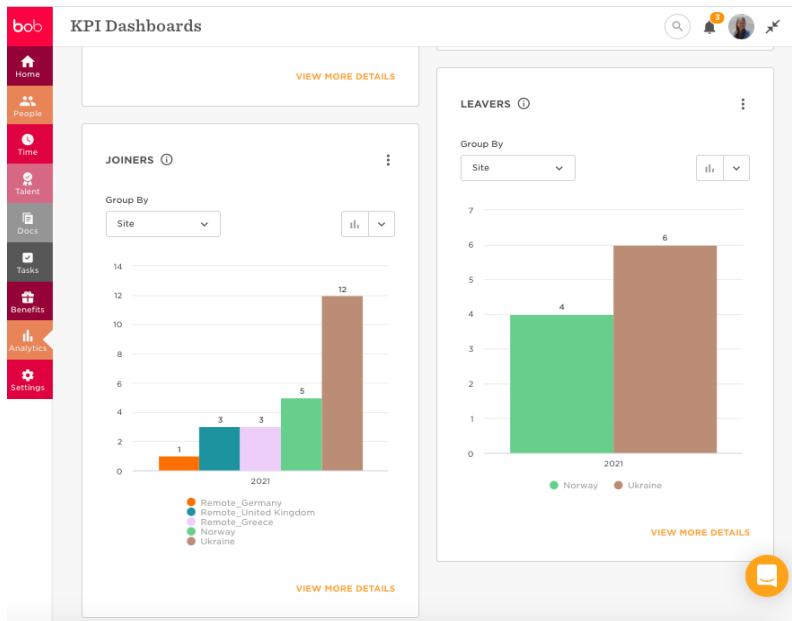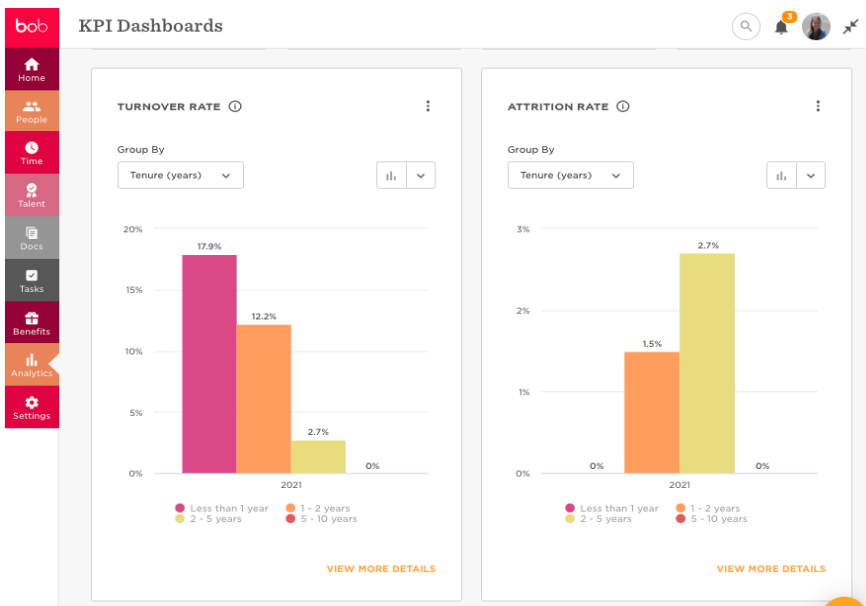

Figure 4.16.

Figure 4.17

CONCLUSION

The adoption of human resource management systems has been accelerated by the pandemic and significant change in our work. HRIS implementation is the kickoff towards HR Digitalisation. HR management systems have many advantages, such as reducing the administrative workload of the HR team, improving employee experience, involving managers and new hires in the onboarding process, improving company culture by bringing visibility, improving reporting and getting real-time people analytics. HRIS adoption allows the HR team to redesign the team's organisation and focus on alignment with the corporate strategy and implementing HR best practices/interventions for improved employee performance. This process triggers the change in an HR role and its new perception by the company management. HR has to grow as a people professional to drive the digital transformation and possess leadership skills, purpose, traits, core knowledge, core behaviours, and specialist knowledge.

Over the project timeline, the HR team of Scout Gaming Group has achieved the following targets:

1. Implement employee self-service and HR processes automation.

Result: the existing HR processes were transformed into automated workflows with the Hibob platform, and all current employees and new hires over the past four months were onboarded. The following HR processes were automated and improved: onboarding and offboarding for Ukrainian, Norwegian offices, and remote employees; time off booking and notifications; security policies read approval procedure; automated reporting on the new employees' data for the finance department and top management; probation review process. Self-service is enabled for employees and managers.

At the end of the fourth month of use, the HR team spent half less time on routine tasks such as onboarding and time off management than before the implementation, which was undoubtedly a win. Still, the platform required constant maintenance, regular updating of information which appeared a new task.

The following steps: continue development and improvement of employee lifecycle processes: performance management, reward strategy, learning and development, succession planning, mental health programs.

2. Information accessibility and visibility.

Result: There is an open people database with different levels of access: the platform admins, finance, department managers, and employees. Each group can reach real-time data and reports to make informed, evidence-based decisions. Employees can find company-related information: org chart, policies, financial reports, updates, etc.

The following steps: maintain and improve company information transparency.

3. Maximise employee experience, empower employees, connect them to Scout culture.

Result: The HR team ran one Engagement survey for 100 employees, which was the most extensive employee survey in the company history.

Next steps: Improve internal communication using the platform. Make research on Employee experience, pain points and expectations, create a new experience.

4. HR as a Strategic Partner.

Result: The first step towards this goal was communicating HR analytics at monthly management meetings.

Next steps: Getting insights from the analytics, creating hypotheses, aligning HR strategy with the business strategy, designing creative solutions in terms of talent and employee experience.

The implementation process was challenging as people's data was kept in various spreadsheets and needed consolidation to import it into one system. Another challenging task was communication; this part of the project could be improved and paid more attention to.

We want to suggest using design thinking methods and philosophy to combine project management practices for better project outcomes.

HRIS adoption and implementation is an enabler for the digital transformation of the HR function, and it helps improve operational efficiency, make informed decision making, and boost employee experience. When we look back, the self-implementation looks quite like an ambitious task achieved in one month. We believe the project is successful as we managed to get 100% of the employees on board. HR dedication, management support, excellent user interface and intuitive design, communication via different channels with various user groups facilitated this transformation.

As Scout Gaming Group grows, hiring employees all over Europe, the HRIS Hibob becomes a helpful and essential tool to gather and store employee data, manage growth and improve the employee experience.

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ANNEX

Annex 1: Vendor choice process.

Tool	Like	All Features	Pros	Cons	Price
Hibob	Mariya ++++ Ana ++++ Tove++ ++	Core People ● People Directory ● Org Chart ● Clubs ● Hiring Plan ● Insights ● Reports ● Workflows ● Documents ● Company Shout-outs ● On-going support ● Benefits Tab Talent Management ● Employee Surveys ● Performance Management Surveys ● Built in Surveys Time & Attendance ● Time off ● Attendance Tracking	- Internal "homepage": who is out, birthdays, new joiners, anniversaries. - Directory: Nice visualization & filters - Every employee has own profile page with detailed info - Overview of onboarding tasks for HR, manager & employee - Benefits tab can be personalised for every employee	Pricely	€17
Zoho	Mariya +++ Ana +++	**Zoho People:** - **Employee database**, organization tree - **Attendance Tracker**, Leave Tracker. Shift Schedule - **Performance manegement** - **HR case management** to organize questions and make sure all questions get answered - **Self-Service for employees** - let employees update their own information, shows if emoployee is out when you search for him. - **Document Management** - **Workflows** like metatask	- Clean Design - Wide range of features in one place - Timetracking - Payroll https://www.zoho.com/in/payroll/ - Integrations with other Zoho products: Payroll, Accounting, Expence, Wiki, E-sign, Invoice, Analytics, Projects, Recruitment, Survey, CRM, - integration withGsuite!	Very many features, and a jungle to navigate through. Very bad UX in my opinion (Tove).	ZOHO People €4,16 for user / month €4243 for 85 Users for 12 months. https://www.zoho.com/people/pricing-comparison.html Payroll €0,64 for user / month Wiki €2,7 for user / month

Cake HR	Mariya ++ Ana + Tove +	- Leave management (Requests & approves, shared calendar, Reports) - Timesheet - Shiftscheduling - Expences - employee report personal expences - Performance - Onboarding - Employee database		No payroll feature	https://cake.hr/ pricing €11 for user / month
ADP Workforce Now®	Mariya -	- Payroll - Time & Attendance - HR Management - Talent - Benefits - Insights		- Old design	**? No Pricing on the site**
Bamboo HR	Mariya -	- People Data & Analytics - Hiring - Onboarding - Compensation - Performance Management - Employee Satisfaction with eNPS		- Seems suspisious since no pricing is listed - Design hasnt been changed since 2015 - No payroll feature	**? No Pricing on the site**
Breezy		Tool for Recruitment		Only focus on recruiting part of HR	

Zenefits	Mariya +++ Ana +++	**HR Platform** - Hiring & Onboarding - Employee Directory - HR Records - Company Org Chart **Business Intelligence** - HR, Benefits & Payroll Reports - Data Visualization - Custom Reporting **Documents App** - Track Employee Docs & Forms **Time Tracking** - Attandence & Time off - Create & Assign Policies - Manage Requests & Approvals **Performance management** **HR Library**	- Nice & Clean Design - Integrations with slack, gsuite - mobile app	Some of features are designed for US. Mb we can chose just those that we need.	$ 9 / mo. / employee + $40 base fee / mo. $6 pr user for payroll.$4 pr user for performance management
Aditro	Mariya +++	**- Payroll module** **- People module:** Employment, Organization, Analytics + Extensions: Salary review, Recruitment, E-signing, Health (Sick leave tracking) **- Time module:** Time and attendance, Requests and planning **- Expense module:** General expences & travel **- Talent module:** • Targets (Define individual or team targets and track status, Add actions, deadlines or link targets between each other) • Talks (smth like employee survey) • Employee Profiles (Keep track of the skills and capabilities of your employees) **- Analytics module** • Time Analytics • People Analytics	- Payroll option align with Nordic laws - Time Tracking and HR features - Role-based access for users: employees, managers, HR; one start page for all functions, and self-service for different processes. + Mobile apps - Processes (like metatask)	Doesn't have a shift schedule like ZOHO. They do have a shift schedule planner (Tove).	**? No Pricing on the site**

Annex 2. The self-implementation plan.

SELF-IMPLEMENTATION PLAN						Start date DD Desired launch date DD/MM/YYYY
Phase	**Task**	**Mandat ory task**	**Assignee**	**Status**		**Useful li**
Pre-implementation	Time to think! How can you use bob for your HR needs? What data do you want to store in bob? What are your main processes? What new processes do you want to implement? How would you like to boost your company culture?					https://www.hibob.com/blog/
Basic account settings						
Phase 1	Delete sample data	Yes	Mary	done		https://help.hibob.com/en/articles/433
	Add holiday calendars	Yes	Mary	done		https://help.hibob.com/en/articles/2C5 king-patterns
	Create a new site for each of your offices	Yes	Mary	done		https://help.hibob.com/en/articles/176
Data import						
Phase 2	Look at an employee's profile or go to Settings > Employee Fields and check the default fields that are part of your account. Consider what other information your company may need to store regarding the employees and in which category these custom fields should be added. If none of the categories fit, you will be able to crate a brand new category to include those fields		Ana	done		
	Create custom categories and custom employee fields		Mary	done		https://help.hibob.com/en/articles/41C
	Gather your people data. Check the article to download the needed templates and to know what information in required		Mary	done		https://help.hibob.com/en/articles/121
	Import basic people data	Yes	Mary	done		https://help.hibob.com/en/articles/121
	Consider what other information you would like to upload to people's profiles		Mary			
	Import further people data		Mary			https://help.hibob.com/en/articles/121

Annex 2. The self-implementation plan

Phase	Task	Mandatory task	Assignee	Status	Useful lin
	**SELF-IMPLEMENTATION PLAN**			**Start date DI**	**Desired launch date DD/MM/YYYY**
	Import table data		*work & employment tables are manda*		https://help.hibob.com/en/articles/150!
	Import payroll data		Mary		https://help.hibob.com/en/articles/150!
Time off					
	Map all the time off policies your organisation offers		Mary	done	
Phase 3	Set up time off policies	Yes	Mary	done	https://help.hibob.com/en/articles/118
	Assign time off policies to employees	Yes	Mary	done	https://help.hibob.com/en/articles/212
	Import carry over (if applicable)		Mary	done	https://help.hibob.com/en/articles/433!
	Import past and future requests	Yes	Mary	done	https://help.hibob.com/en/articles/121
HR processes					
	Set up task lists		Mary		https://help.hibob.com/en/articles/426
	New hire flow		Mary	done - lviv	https://help.hibob.com/en/articles/411!
Phase 4	Employee onboarding flow		Mary	done - lviv	https://help.hibob.com/en/articles/360(
	Gather the relevant documents that will be shared with groups of employees and those that will be shared individually		Mary	done	
	Manage docs		Mary	done	https://help.hibob.com/en/collections/2
	Create customised reports		Mary		https://help.hibob.com/en/articles/117!
	Schedule reports		Mary		https://help.hibob.com/en/articles/117!
Advanced settings					
	Roles and Permissions	Yes	Mary		https://help.hibob.com/en/articles/128
	Integrations - Slack		Mary		https://help.hibob.com/en/articles/3043 on-how-to
	Integrations - SSO		Mary	done	https://help.hibob.com/en/articles/1202 n
Phase 5	Integrations - Calendar		Mary	done	https://help.hibob.com/en/articles/1179
	Manage Features		Mary	done	https://help.hibob.com/en/articles/1179
	Customise bob - Company logo		Mary	done	https://help.hibob.com/en/articles/1179
	Customise bob - Background images		Mary	done	https://help.hibob.com/en/articles/1179
	Customise bob - Outbound emails		Mary	done	https://help.hibob.com/en/articles/1179
Prepare to go live!					
	Share Employee/Manager user guides		Mary	√	https://help.hibob.com/en/articles/4339
Phase 6	Get creative: examples on how to go live		Mary	√	https://help.hibob.com/en/articles/4340 e
	Check email templates to help you launch bob		Mary	√	https://help.hibob.com/en/articles/4340 ob-to-your-team
	Invite your team!	Yes	Mary	email's ready	https://help.hibob.com/en/articles/4279