



Virtual HR

Human Resources Management in the Digital Age

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Workforce Development Group of
National Computer Systems
Rosemont, Illinois

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“Managing Assessment into the New Millennium”
Chicago, June 21-25, 1998*

Goals

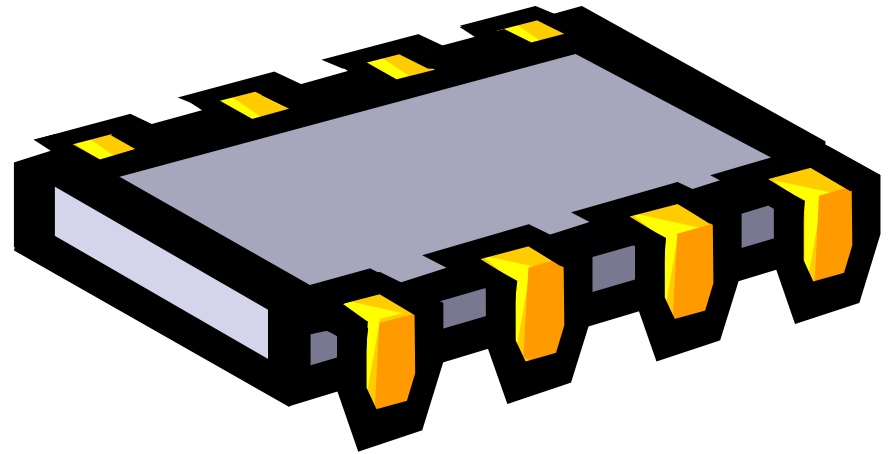
- ◆ Virtual HR Defined
- ◆ Driving Forces
- ◆ Key Platforms & Applications
- ◆ An 8-Phase Curriculum for HR Professionals





Virtual Cultures

- ◆ Virtual Corporation
- ◆ Virtual Office
- ◆ Virtual Consulting
- ◆ Virtual University
- ◆ Virtual Selling
- ◆ Virtual EAP



“Virtual HR” Defined

“Virtual HR relies on technology, ranging from multimedia personal computers to voice-response communication systems to corporate Intranets, that brings employees into direct contact with their organization’s human resource system. Moreover, with Virtual HR, many of the typical HR tasks are accomplished without the direct involvement of the HR department.”

Driving Forces



- ◆ Technology
- ◆ Reengineering
- ◆ High-Speed Management
- ◆ Networked Organizations
- ◆ Knowledge Workers
- ◆ Globalization
- ◆ Paradigm Shifts

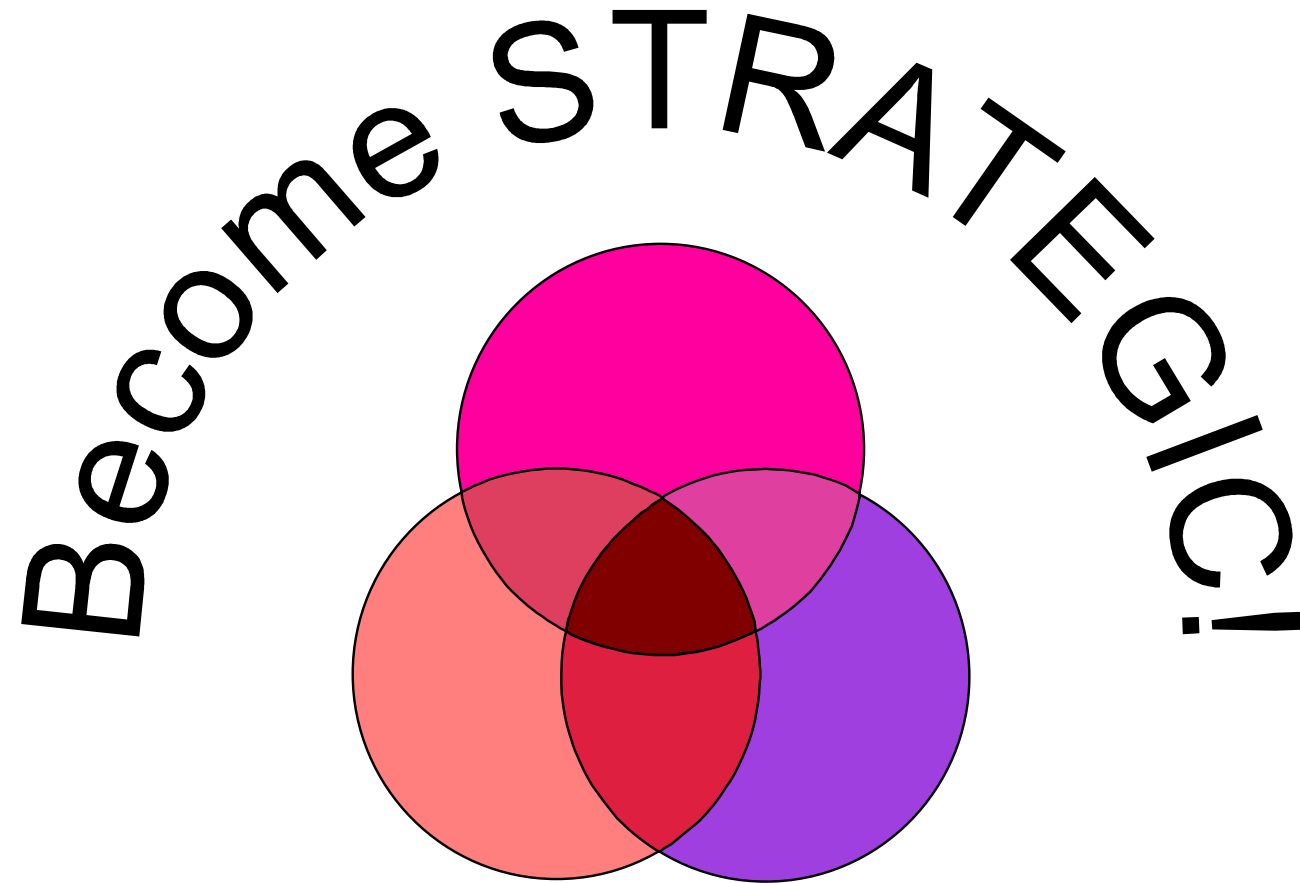


Value of Virtual HR



- ◆ Reduced paperwork
- ◆ Streamlined work flow
- ◆ Improved productivity
- ◆ Increased flexibility
- ◆ Faster response time
- ◆ More informed decisions
- ◆ Improved time management
- ◆ Empowered personnel

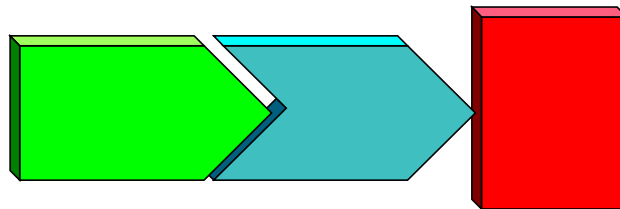
Virtual HR allows a manager to...



Reengineering HR: The Goal



“The fundamental rethinking and **radical redesign** of [HR] **processes** to bring about **dramatic** improvements in performance.” Michael Hammer & Steven Stanton, 1995



HR Management Trends

Traditional *Emerging*

Paper **Paperless**

Intensive Job **Environment**

People Skills **Infomedia**

Dominate **Skills**

**Data Filing/
Information** **Strategic
Knowledge**

Management **Generation**

Functionally **Consultative**
Oriented **Approach**



Growing Technology Demands

human resources

The Gas Research Institute (GRI) is a not-for-profit, energy-oriented research management organization committed to developing safe, efficient and useful products for the natural gas industry and its customers. Join us at our Chicago headquarters and make significant contributions in this generalist role.

HUMAN RESOURCES REPRESENTATIVE

The support you will provide to our Human Resources Department will encompass non-exempt recruitment and employment, employee records administration, employee relations, benefits and salary administration, HRIS maintenance, AAP/EEO interpretation and assuring consistent adherence to corporate policies and procedures.

Strong communication, analytical, facilitation and negotiation skills are required. We also require PC proficiency with office software applications, the ability to work effectively with and convey a positive image to staff personnel and managers, and discretion with confidential information. A college degree in Human Resources Management, or a related field, and at least 1-3 years of professional experience in a Human Resources environment are preferred.

In return for your efforts, we offer a competitive compensation package including full benefits. For consideration, send your resume and salary history to: **Human Resources Dept., GAS RESEARCH INSTITUTE, 8600 W. Bryn Mawr Avenue, Chicago, IL 60631.** We are an equal opportunity employer M/F/D.

 **Gas Research Institute**

TECHNOLOGY SKILLS:

- PC Proficiency
- HRIS Expertise
- Database management
- Communication skills
- Statistical analyses
- Automated report generation

**1710
Help Wanted**

Human Resources
**ASSOCIATE HR
SYSTEMS SUPPORT**

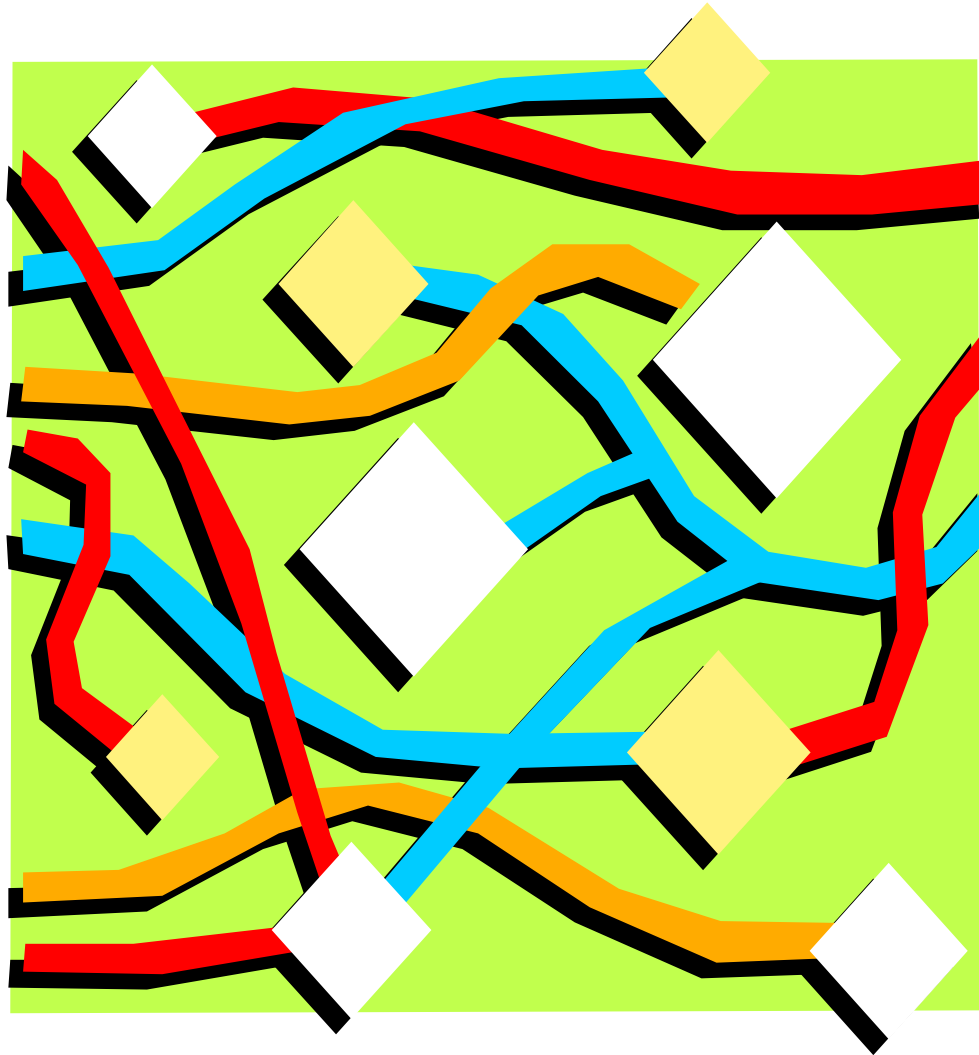
AMERITECH CELLULAR SERVICES seeks an analytical individual with supervisory experience to maintain all human resources computer systems.

The successful candidate will supervise the ongoing HR/payroll data input and administrative functions to ensure data integrity, accuracy and timeliness as well as develop and format reports/requests. To qualify, you must possess:

- Expertise in HRIS systems (PeopleSoft and HR1 preferred), Word, Excel required
- Bachelor's degree in a related field (or equivalent experience)
- 3 years experience working with PC computer systems
- 1 year in a supervisory role
- Troubleshooting, data manipulation and maintenance experience
- Effective communication skills are a must

We offer a competitive salary (low 30s + bonus) and comprehensive benefits in a non-smoking environment. Forward resume, which MUST include salary history to be considered, to: AMERITECH CELLULAR SERVICES, 2000 W. Ameritech Center Drive, Location 3F67A, Dept. HR9, Hoffman Estates, IL 60195-5000. FAX: 847-765-5333. NO PHONE CALLS PLEASE. EOE M/F/D/V

Major Platforms and Applications



#1: Human Resource Information System (HRIS)



HRIS Applications

CORE HR:

- ◆ Recruitment
- ◆ Budgeting
- ◆ Compensation
- ◆ HR Administration
- ◆ Regulatory Reporting
- ◆ Employee Relations
- ◆ Pension Administration

STRATEGIC HR:

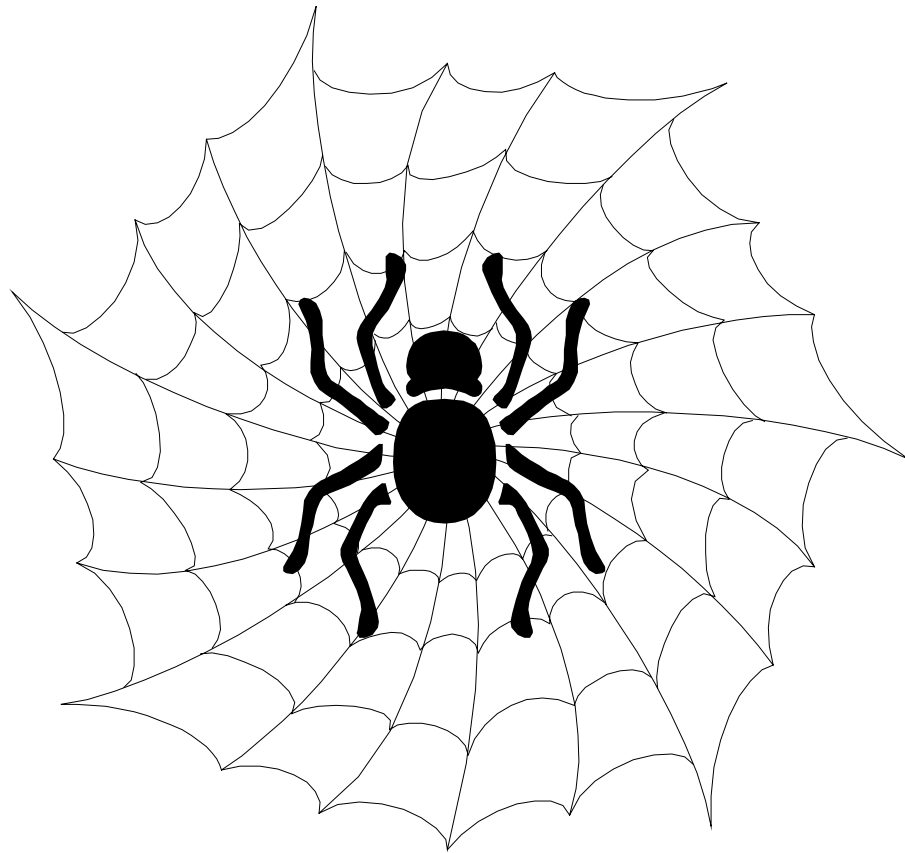
- ◆ Competency Management
- ◆ Performance Management
- ◆ Career Development
- ◆ Training and Development
- ◆ Strategic Compensation
- ◆ Succession Planning
- ◆ Workforce Analysis

HR Kiosks & Self Service Systems

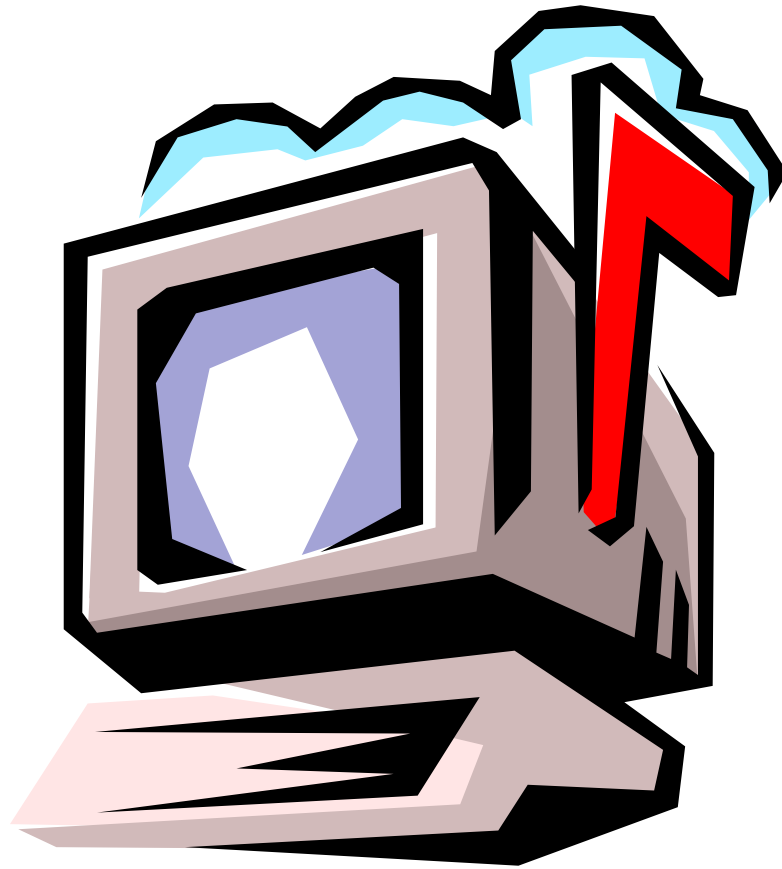


You Can't beat this
Self Service!

World Wide Web & Internet



Corporate Intranets & Groupware



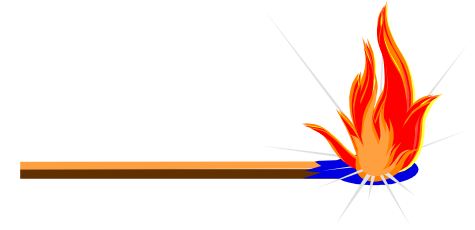
- ◆ New Paradigm
- ◆ Re-purposed Content
- ◆ Applications:
 - Updating data
 - Phone directories
 - Job postings
 - Benefits information
 - Savings plan modeling
 - Performance evaluations
 - Training
 - E-mail/voice-mail
 - Supports groupware

#2: Contemporary Recruitment



- ◆ Be Creative
- ◆ Embrace Diversity
- ◆ Reengineer Recruitment Process
- ◆ Utilize Technology
 - *Resume Management Software*
 - *IVR Prescreening Systems*
 - *Internet-based Recruitment*

Virtual Career Centers

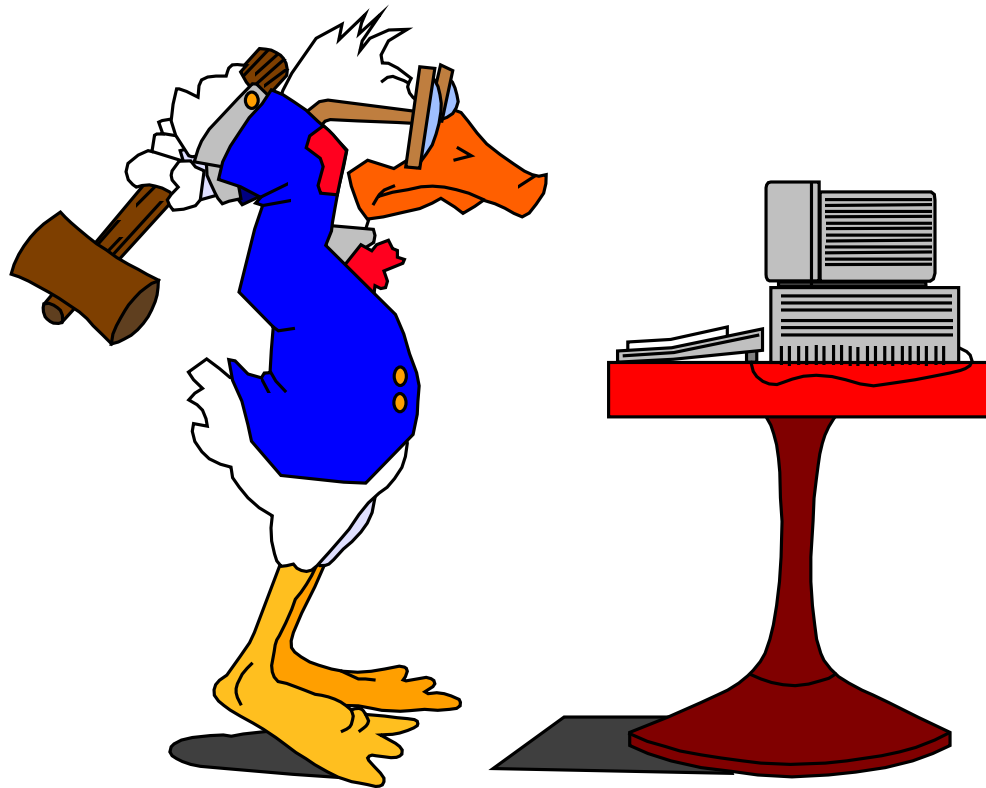


- ◆ Career Mosaic
(<http://www.careermosaic.com>)
- ◆ E-Span (<http://www.espan.com>)
- ◆ The Monster Board
(<http://www.monster.com>)
- ◆ Virtual Job Fair
(<http://www.careerexpo.com>)

#3: Computer-Assisted Training



Interactive and Web-Based Multimedia Training



Distance Learning

Earn Your Degree on the Internet

**International University College™
Offers Bachelor's, Master's & Certificate
Programs in Business Communication
via the Internet**

Courses include:

- Using the Internet in Business
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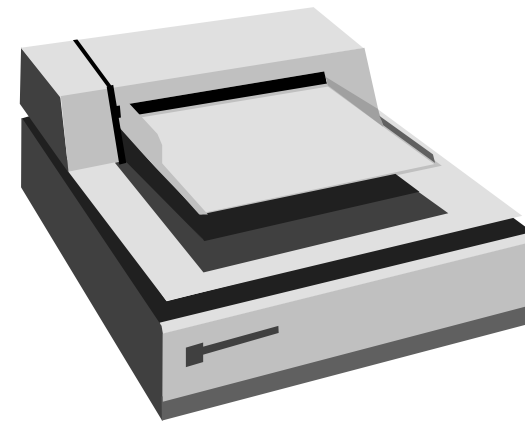
Virtual Reality



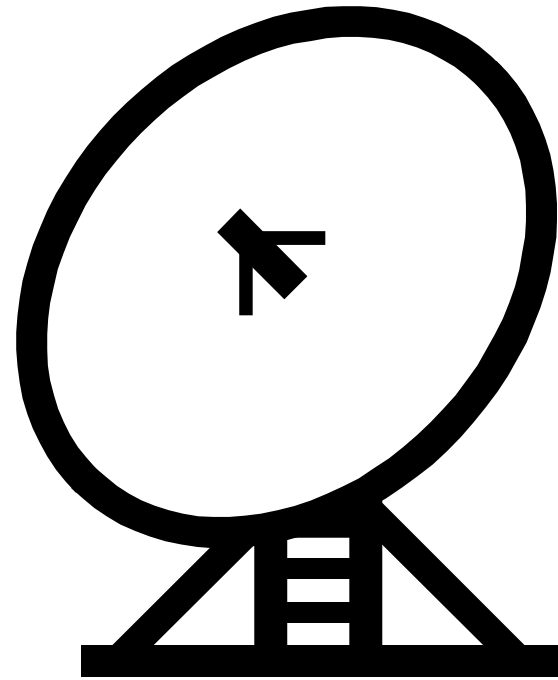
- ◆ Virtual work environments
- ◆ Unlimited applications
- ◆ Beyond real-world scenarios

#3. Computer-Based Assessment

- ◆ QUANTA Administered
- ◆ Multiple Applications
 - Job Analyses
 - Tests
 - Surveys
 - Interviews
 - Resumes
- ◆ IVR Assessment
- ◆ FAX Scoring
- ◆ Internet-based Assessment



Videoconferencing & Interviewing



Technology and Information: The Interface

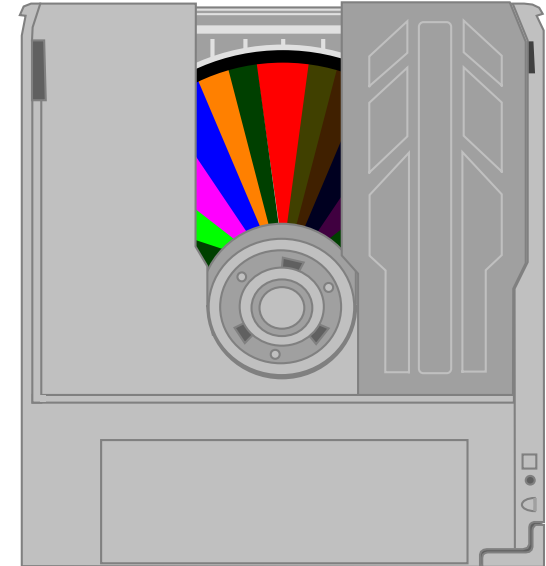


CATEGORIES	Burdensome Technology:	Enabling Technology:
Invalid/ Inaccurate Content:	“HR Incompetency”	“Blinded by Technology”
Valid/ Accurate Content:	“Overwhelmed Analysts”	“Virtual HR Superstars”

From: “Virtual HR” (CRISP, 1998)

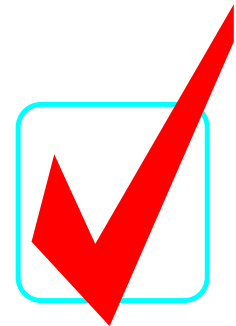
Additional Technologies & Applications

- ◆ Data Warehousing & Mining
- ◆ Artificial Intelligence & Expert Systems
- ◆ Remote Access Strategies
- ◆ Computerized Help Desks
- ◆ Performance Support Systems
- ◆ Smart Cards
- ◆ Personal Digital Assistants



Becoming Virtual: An 8-Phase Curriculum

- 🖱 **Developing 21st century job skills**
- 🖱 Coping with growing technology demands
- 🖱 Becoming a master of change
- 🖱 Learning project management skills
- 🖱 Excelling at strategic HR research
- 🖱 Practicing risk management
- 🖱 Developing the technology-enabled organization
- 🖱 Turbocharging your continuing education



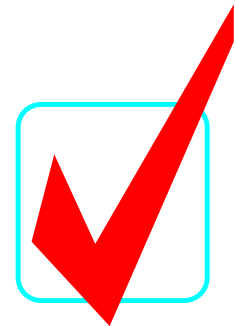
21st Century Management Skills



- ◆ *Coping With Change and Chaos*
- ◆ *Partnering and Teaming Skills*
- ◆ *Innovative and Flexible Thinking*
- ◆ *Continuous Learning and Self-Education*
- ◆ Teaching, Coaching and Motivating
- ◆ Understanding Diverse Cultures
- ◆ Diplomatically Resolving Conflicts
- ◆ Making Valuable Contributions

Becoming Virtual: An 8-Phase Curriculum

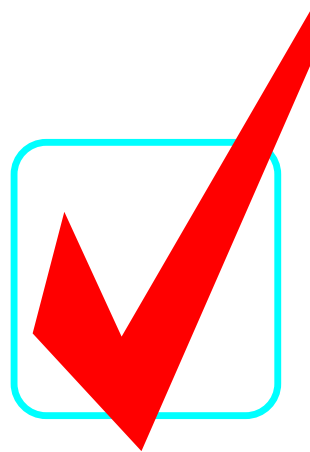
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Talk the talk...

Web Sites & Pages

Web Browsers

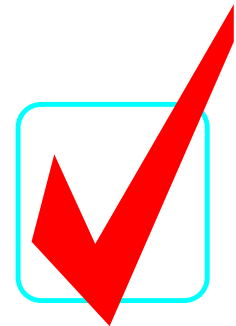


HYPertext

HTML & URL

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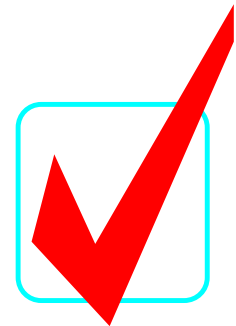


Change or become obsolete....

- ◆ Global computer networks will proliferate
- ◆ Computers will take over more mental tasks
- ◆ The cyber-savvy will gain advantage at work
- ◆ Infotech will threaten many jobs
- ◆ Skills will become obsolete faster
- ◆ Privacy will be harder to maintain

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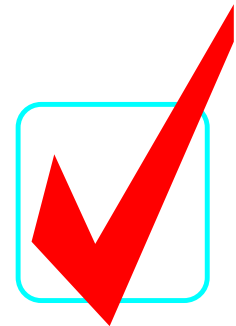


Mastering Project Management

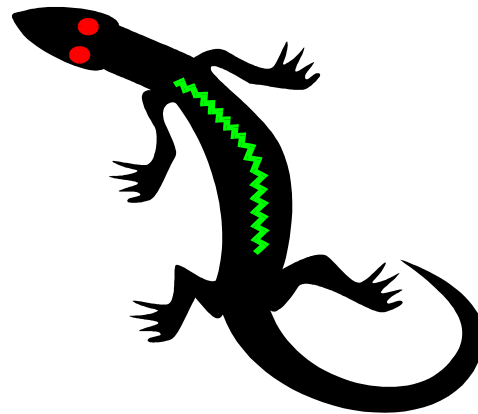


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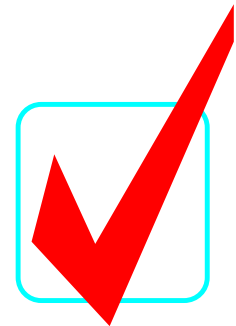
Web Sites for Virtual HR Professionals



- ◆ SHRM (<http://www.shrm.org>)
- ◆ IHRIM (<http://www.ihrim.org>)
- ◆ EEOC (<http://www.eeoc.gov>)
- ◆ Yahoo! (<http://www.yahoo.com>)

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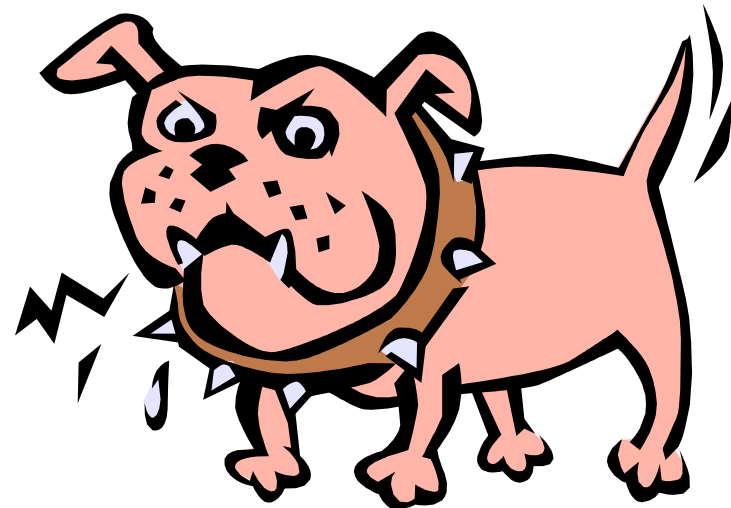
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Security & Risk Management

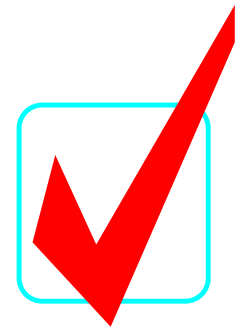


- ◆ Information Security Policies
- ◆ Hardware/Software Protection
- ◆ Compliance with Employment Laws
- ◆ Disaster Recovery



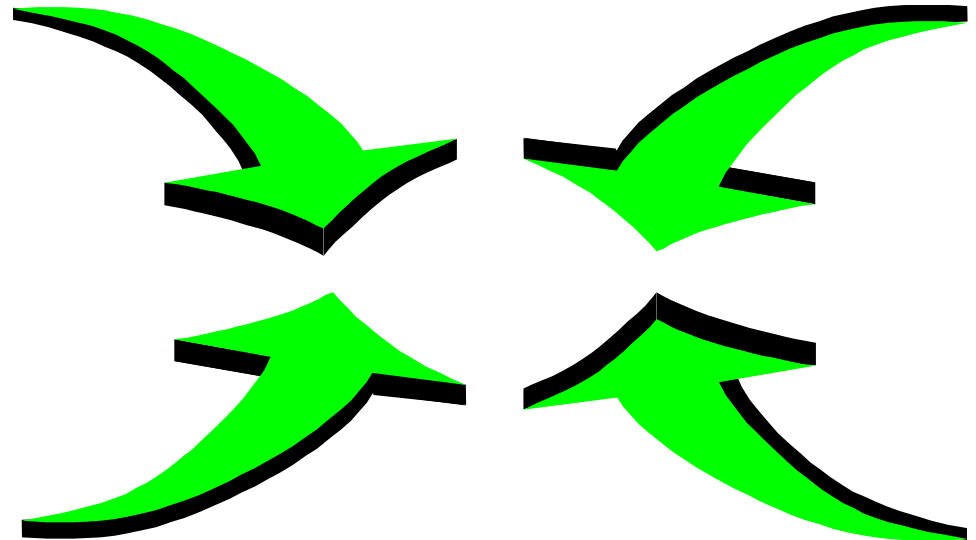
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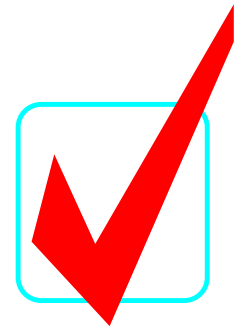
Help Design Virtual Organizations

- ◆ Virtual Teams
- ◆ Telecommuting
- ◆ Networked Organizations
- ◆ Virtual Corporations



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New Senior-Level Job Skills

“Computer Literacy a Must in Landing a Good Job!” Wall Street Journal

More than 1/3rd of job seekers in New York were quizzed on their knowledge of the Internet last year. More firms are asking senior executives to demonstrate their knowledge of how to apply cutting-edge information technology.





About the Presenter...

Dr. John Jones is Senior Vice President of Research and Technology for the Workforce Development Group of NCS which is located in Rosemont, Illinois. He is a licensed industrial and organizational psychologist. He is the author of *High-Speed Management* (Jossey-Bass, 1994) and *Personnel Testing: A Manager's Guide* (CRISP, 1994). His most recent book is titled, *Virtual HR: Human Resources Management in the Information Age* (CRISP, 1998, available at <http://www.amazon.com>).

