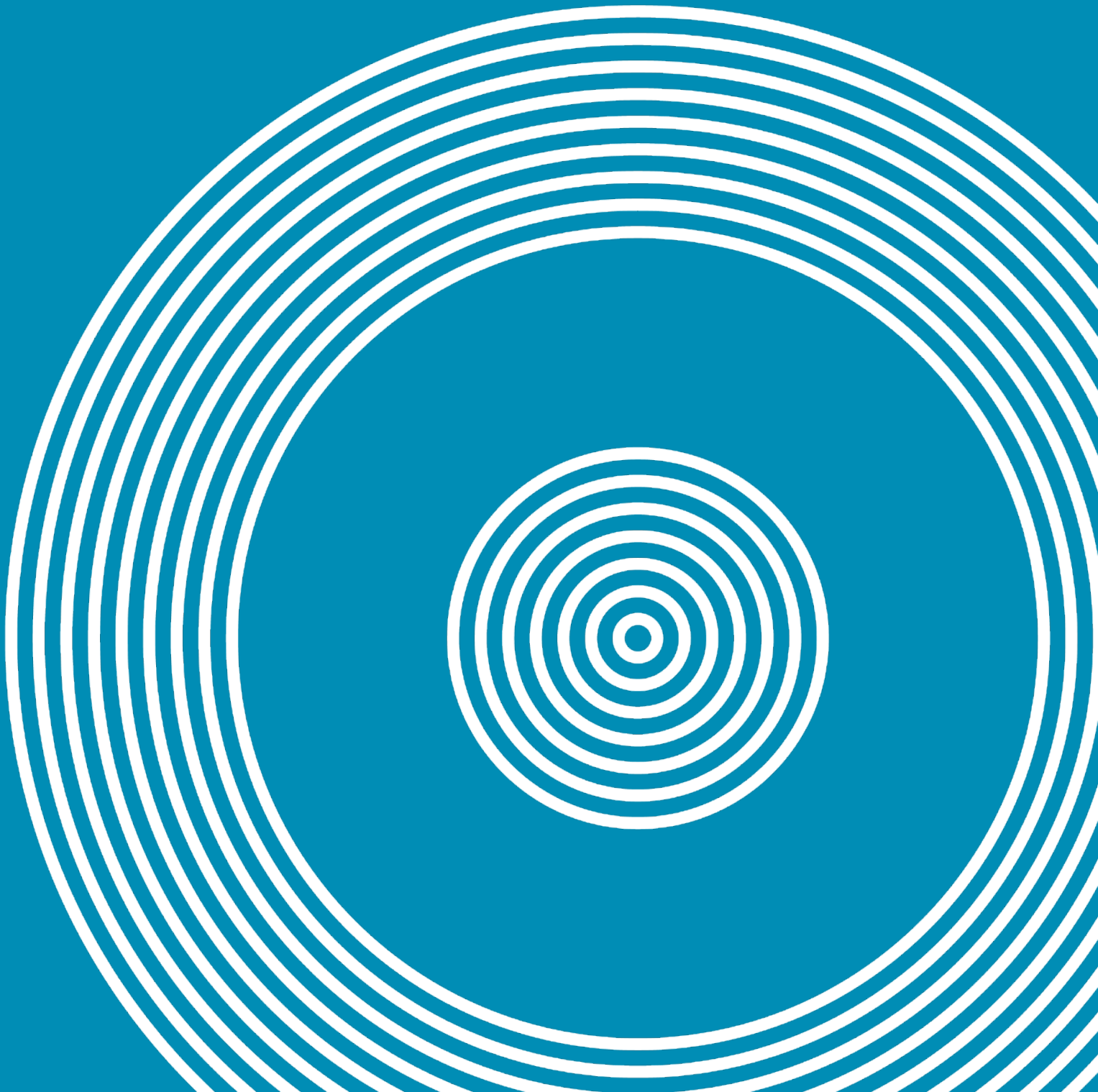


Digital Workplace for HR

Supercharging HR with Data, Insight



Data and technology create a digital makeover within Microsoft HR

Human Resources departments today face challenges that are forcing them to re-think how they do business. To list just a few of them:



A war for talent

High demand for technology-related jobs is expected to lead to a shortfall of 40 million high-skilled workers by 2020.



A changing workforce

Millennials bring new expectations and behaviors to the workforce, with many rejecting traditional business models. Baby boomers, meanwhile, remain a key component of the employee base.

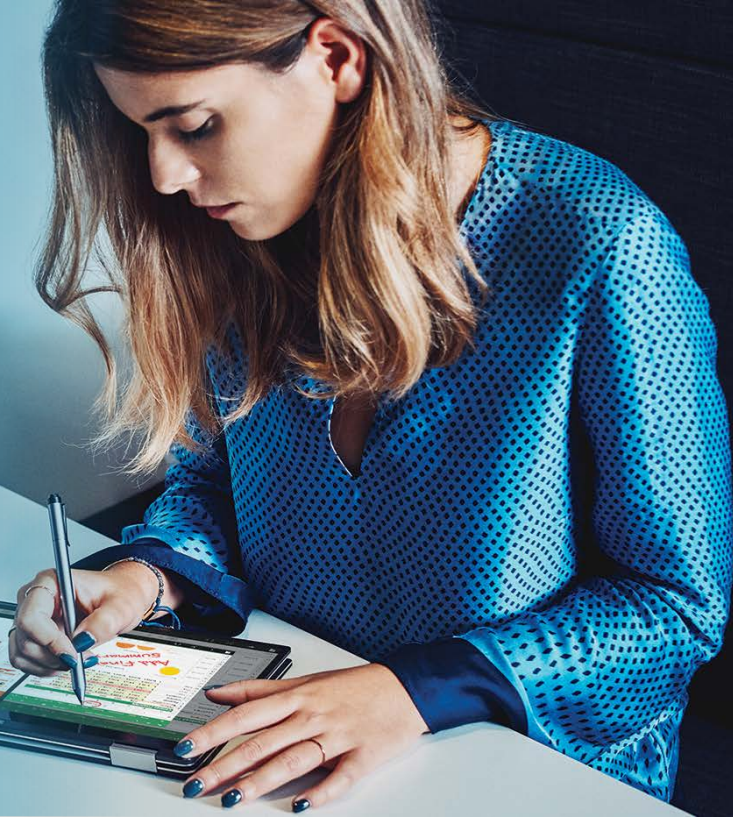


A changing workplace

Technology allows the “anywhere” office, and creates a world of data that can redefine what’s possible within the workplace.

Microsoft’s HR department faces those same challenges and opportunities. In response, it has undergone a transformation to become a **Digital Workplace**. Today human resources at Microsoft is taking advantage of a wide array of technologies and data analytics to deliver on the promise of the Digital Transformation. This includes finding new ways to discover talent; fostering a great corporate culture; and embracing a digital future.

Use HR and data for a competitive edge



For Microsoft, using technology and data to learn more about employees, engage with them more effectively, and treat them like customers is part of a commitment to developing a more satisfied, focused workforce. But it's also built on the fact that Microsoft today must try to hire talent that also is sought by scores of other firms. "It's very competitive out there," says Dawn Klinghoffer, GM for Human Resources Business Intelligence with Microsoft. "If you can use data to give you any kind of competitive edge, it's wise to do that."

Microsoft recruiters use data analytics to understand where demonstrably great employees come from. For example, data shows that employees who first worked with Microsoft as an intern, often make excellent employees – they perform well, they stay with the company, they rise through the ranks. So when it makes sense, Microsoft works to convert interns to employees. Data also shows how employees who formerly worked for Microsoft perform well if re-hired (they do!)

Every HR team knows recruiting and hiring is a significant expense, and it takes time for a new employee to learn and understand his or her new job and become a valuable part of the company. So, it's important that when a new hire joins Microsoft, they stick around.

A woman with curly hair, wearing a green top, is pointing at a large digital screen with a pen. A man is partially visible on the left, looking at the screen. The screen displays various data visualizations, including charts and tables. The background is a modern office setting with a colorful geometric pattern on the wall.

Use HR and data for a competitive edge (cont.)

One good indicator of whether a new hire stays with the company is how smoothly their first days are. Did the new employee meet with his or her manager during their first week? Were they issued a computer? Did they have access to email and the corporate network? Using data, HR managers know whether that's happened for each new hire. "We've really seen impact from changing some programmatic things to make sure new hires are onboarded effectively," says Klinghoffer.

Microsoft HR can even peek into the future. With a predictive attrition model using Azure Machine Learning, managers can take proactive steps to ensure great employees stay around.

In everyday use, HR teams and departments also can take advantage of a "people dashboard" that shows constantly updated headcount data, which covers topics such as U.S. versus worldwide employment, how many employees fill different levels within the company hierarchy, individual contributors versus managers, and more. With these insights, an employee has instant access to real-time information in case they need to make a presentation or check relevant statistics.

Treating employees as customers



Jay Clem, General Manager of Human Resources Information Technology

For Jay Clem, General Manager of Human Resources Information Technology with Microsoft, human resources departments at companies such as Microsoft can learn some lessons from airlines and banks. “Those industries have leveraged technology to delight customers with things as simple as using a phone to deposit a check,” he says. “We want to be able to do the same thing and delight our employees – letting them use self-service for tasks like submitting time worked, checking vacation, or accessing benefits information. At a company like Microsoft, employees should not be searching online to do those things.”

To help deliver that experience, in 2016 Microsoft launched PowerApps, which makes it easier to quickly build apps without writing code. Microsoft HR has used PowerApps to create ways for employees to submit time, check vacation days, and more. Microsoft also has worked to improve HRWeb, its internal HR site for employees. When people send online queries to HRWeb, those queries are analyzed to see if responses can be automated, and new apps can be added to deal with common queries. “We really want to drive employee self-service so our HR people can focus on things that improve the business,” says Clem.

Microsoft also has deployed a companywide solution called MyAnalytics, which connects employees to projects their peers are working on, aiding collaboration and building connections. MyAnalytics helps employees understand their work patterns – how much time they spend in meetings, answering emails, or focusing on their most urgent and important work. It’s a measure of personal productivity that employees can use to make improvements that matter. These dashboards are completely confidential, and the employee is the only person with access to their dashboard and its data.

Microsoft technology underpins digital transformation

HR's access to data is built on a range of Microsoft technologies. Among them, Power BI, Microsoft's data analytics tool that turns information into visuals that create at-a-glance understanding of a business situation. HR also makes extensive use of the Azure Data Lake, a recently introduced concept that creates a company-wide repository of every type of data. Once a data lake is created, software tools can sift through the information it contains to find useful patterns or insights. And of course, HR employees use tools such as Office 365, Skype for Business, and LinkedIn as essential to getting their work completed.

The new emphasis on data is key to how Microsoft's HR department is transforming itself and working in new ways. "HR employees need different skills today," says Klinghoffer. "They need to be able to use data, Power BI, dashboards and so on. So we offer our HR employees a training curriculum on how to be more data-driven. We want to get 100 percent of our HR employees using Power BI."

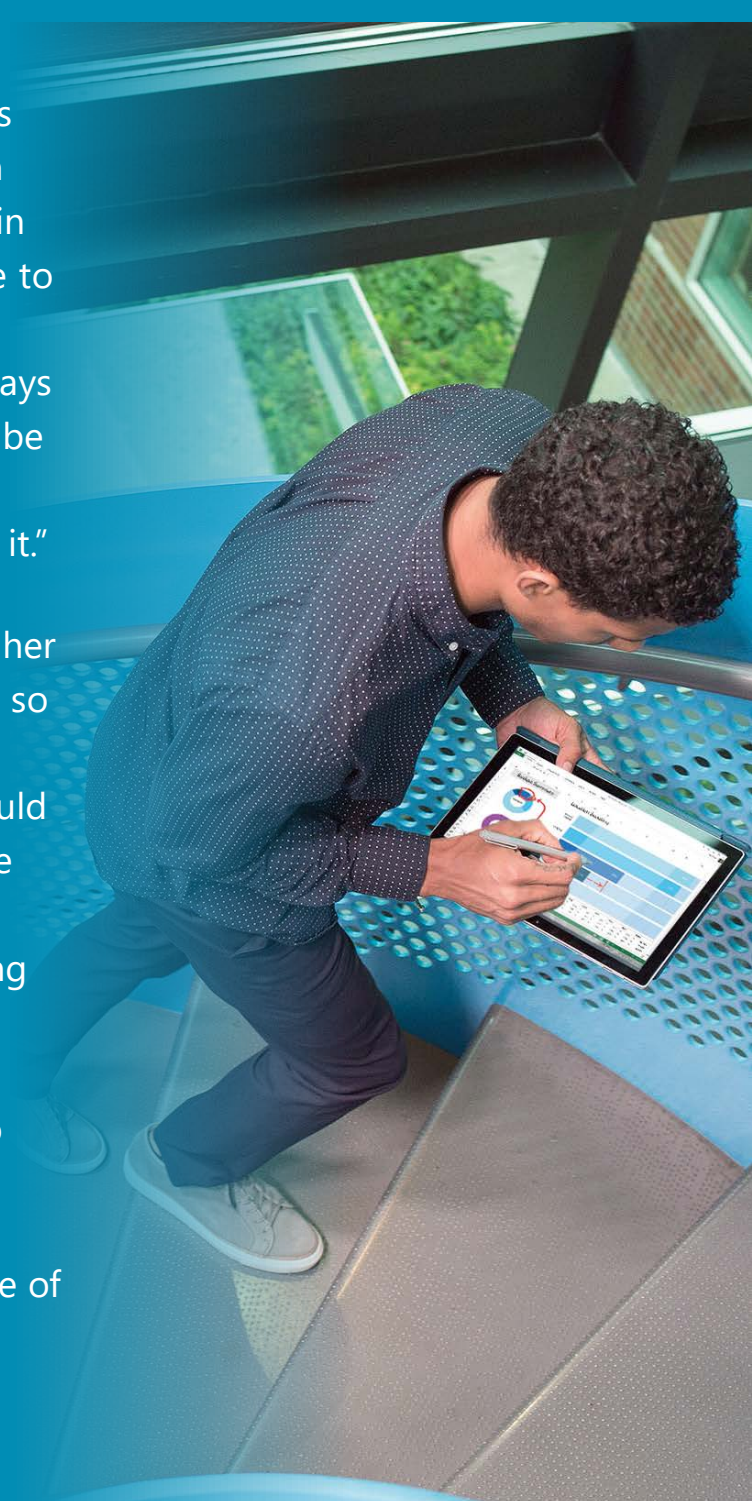


Microsoft technology underpins digital transformation (Cont.)

Helping drive adoption of data analytics tools is bolstered by the fact that machine learning can take much of the work out of finding meaning in data. "It's super-productive for an HR employee to click on something and have machine-learning algorithms analyze data and expose insights," says Klinghoffer. "It can show the things you should be focusing on, and you don't have to work with a formula. Machine learning takes care of all that it."

There's more in the works, says Klinghoffer. On her wish list--further integration between data sets so that everything an HR person needs to know resides in a single location. "In the future, it would be great if everything were interconnected," she says. "Right now, we keep some of our reports separate, but I can see a future where everything you need to know about employees is in one place. It also would be helpful to have a skills library so it's easy to search for employees who have particular talents a manager might need."

For HR at Microsoft, data is changing the nature of work for the better. It's leading to more insight, faster responses, and deeper understanding of how to find great employees and keep them happy and engaged in their jobs.



Want to give your HR department a digital makeover?

Start within HR – not IT, advises Dawn Klinghoffer, general manager for Human Resources Business Intelligence at Microsoft. “Go to the head of HR and understand his or her priorities,” Klinghoffer says. “Look at your HR strategy and decide what you can enable with data.” Once you have executive-level buy-in, enlist the help of IT to build tools that will generate the data and insight that aligns with HR strategies and goals.

A company’s finance department also can be an ally. In many cases, HR initiatives – such as improving talent acquisition, reducing attrition, and increasing employee engagement – have a direct impact on a company’s balance sheet. Work with IT to understand the real cost of current processes, and how improvements can drive savings or add revenue.

Also, work with IT to integrate as many systems as possible. With fewer systems, you’ll improve productivity because people can get more accomplished without switching to a different screen. Also, go cloud and go mobile – your business will benefit from the flexibility of the cloud and its ability to deliver data anywhere, on any device.

Finally, communicate with employees about any new data initiatives. Explain to them what data you are collecting and what you intend to do with it. They can only benefit, because with more data HR is better able to understand and respond to employee concerns and needs.



Dawn Klinghoffer, General Manager for Human Resources Business Intelligence

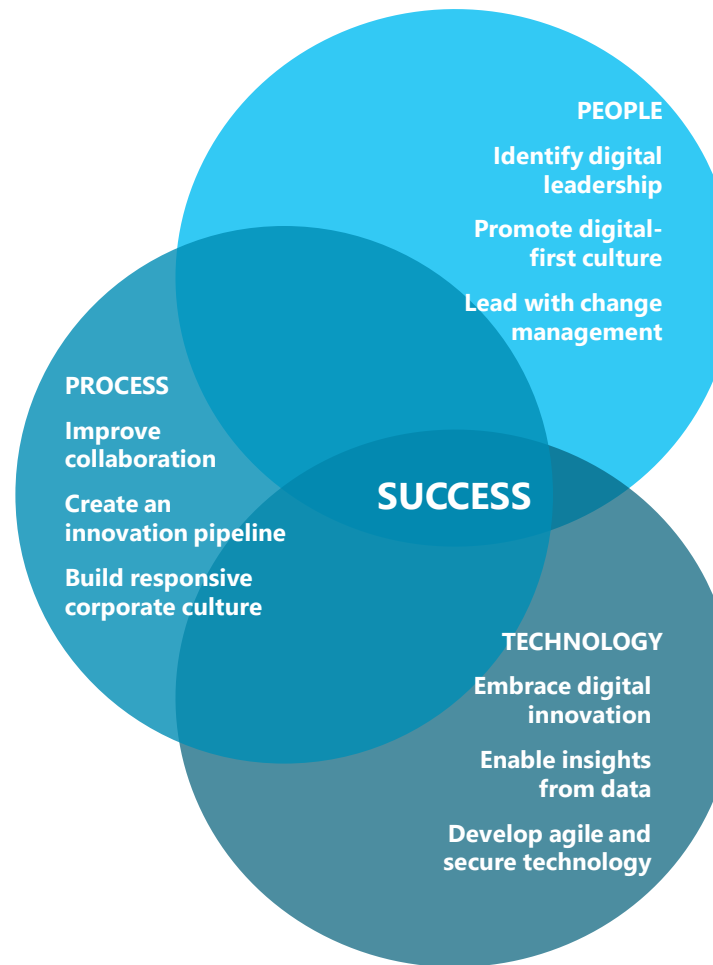
Let's talk about taking your HR department digital

Creating a **Digital Workplace** within HR has helped position Microsoft to grow and innovate in areas ranging from cloud computing to office productivity to and consumer technology.

Just as we've been excited about the improvements to our HR business by giving it a digital makeover, we'd be delighted to help you see the same benefits. Microsoft Services can help you transform your HR business and make it more useful both to the enterprise and to employees.

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

With Microsoft Services as your transformation partner, you can begin mapping your path to a digital future.



Microsoft Services empowers organizations to accelerate the value imagined and realized from their digital experiences.

Imagine. Realize. Experience.

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