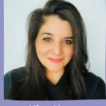


NOW & NEXT HR Technology

With many companies experiencing drastic changes due to COVID-19, 2022 is a critical time for businesses to reassess company strategy and technology. Shifting to remote and hybrid work, adapting training techniques, and recruiting and retaining talent are more important than ever.

We asked **people management and technology experts** to weigh in on the current state and predicted future of HR technology.

Our amazing panel of experts include:



Kim Kane
Vice President of People
Zenput



Dave Carhart
Vice President of People
Lattice

TOOLS OF THE TRADE



NOW: What is one technology tool used in your role you can't live without?

- **Kane:** Employee engagement platform. We find it so critical to have an ongoing pulse on employee engagement and employee feedback, and track trends over time. We use CultureAmp.
- **Carhart:** Lattice! We use Lattice heavily across the team for employee engagement, performance, and growth. Having data and insights from across these tools, we're able to understand the employee experience in real time and make informed decisions to support our people and business. As a manager myself, it's also one of the ways I understand how my team is doing and developing.

NEXT: What is one upcoming product or feature in the technology space that you are most excited to use and could have the greatest impact on the HR community?

- **Kane:** More innovative tools to create engagement and connectedness amongst remote teams. Tools that help onboard teams faster and more effectively and tools for fast-growing organizations our size that support international teams will have a huge impact. Today it seems only the platforms that serve very large enterprises have robust international capabilities.
- **Carhart:** One of the most exciting spaces where technology can play a much bigger role is compensation, which Lattice is actively working on. We need better tools to assess pay equity, to empower managers and to create the right linkages between compensation and our talent management strategy. Not only that, I've personally spent hundreds and hundreds of hours in my career manually managing compensation spreadsheets.

HR AND PEOPLE OPERATIONS PROCESSES

NOW: Are there any outdated HR or People Operations processes that could benefit from adopting technology?

- **Kane:** A lot of standard HR practices are about measuring what already happened versus getting ahead of potential issues before they happen. Engagement tools are one advancement in this area but other processes, like onboarding or exit interviews, could benefit here.
- **Carhart:** Total rewards is ready for a long-overdue overhaul. Compensation is, for many companies, the largest single expense and we should be investing in the skills and tools to ensure that we are achieving the right outcomes. Reshaping benefits to include flexibility also needs to be part of that package. We're seeing great innovation in the benefits space where a new generation of tech-enabled benefits is enabling that.



ONBOARDING AND TRAINING

NEXT: How will technology influence future employee onboarding and training?

- **Kane:** For onboarding, it'll help on the back-end for sure. For example, saving a ton of manual work for People Ops/HR teams automating work flows and tracking where people are at in their onboarding. This gives HR professionals more time for the the touch points that really matter – writing a personalized welcome note to a new candidate, staying close to new employees during the onboarding processes to make sure they have what they need, etc.
- **Carhart:** At Lattice, we actually just re-launched our onboarding program, designed from the ground up for a hybrid future. That said, it's important to remember that while technology can facilitate more inclusive, hybrid-friendly onboarding, it still relies on behaviors of inclusion to welcome people into a new community. There's two other areas for ongoing development that I think will be heavily reshaped by technology: integrating micro-learning content with real-time feedback and development and tech-enablement of internal mobility.



TRAINING AND UPSKILLING

NOW: Was employee training and upskilling better or worse before the pandemic? Why?

- **Kane:** It's been trickier because very often employees need to learn how to get things done by adopting new tools they haven't used before (e.g., online learning tools, asynchronous Loom videos). Some people do just fine with online learning tools at home. Others really need collaborative, in-person learning. Also, as organizations execute learning programs by deploying these new tools, there is a risk of making them feel good that they're delivering training, but in reality it may not be an effective substitute for in-person training.
- **Carhart:** The pandemic has certainly highlighted the importance of employee training and upskilling, and the cost of getting in wrong, in new ways. Many employees believe their career growth completely stalled out during the pandemic. Career progression and access to future growth opportunities is essential in today's talent market. Employers need to play an active role in supporting employee growth moving forward.



RECRUITING & RETAINING FUTURE TALENT

NEXT: How will technology be used differently to recruit and retain Gen Z?

- **Kane:** It's most important to meet those new to the workforce where they're at – like TikTok! Their comfort-level with technology, high access to information, and the pace at which they learn is so far beyond those that entered the workforce before them, so you need to use that to your advantage in recruiting and retaining Gen Z.
- **Carhart:** Gen Z values mentorship opportunities, 1:1 meetings, and companies that provide tools and feedback relating to understanding and managing their career progression. It's absolutely critical that organizations identify and invest in the right tools to 1. facilitate connections between employees, mentors, and managers, and 2. allow employees to monitor their own personal growth within the company and clearly identify new growth opportunities and pathways for themselves.

