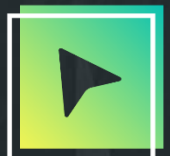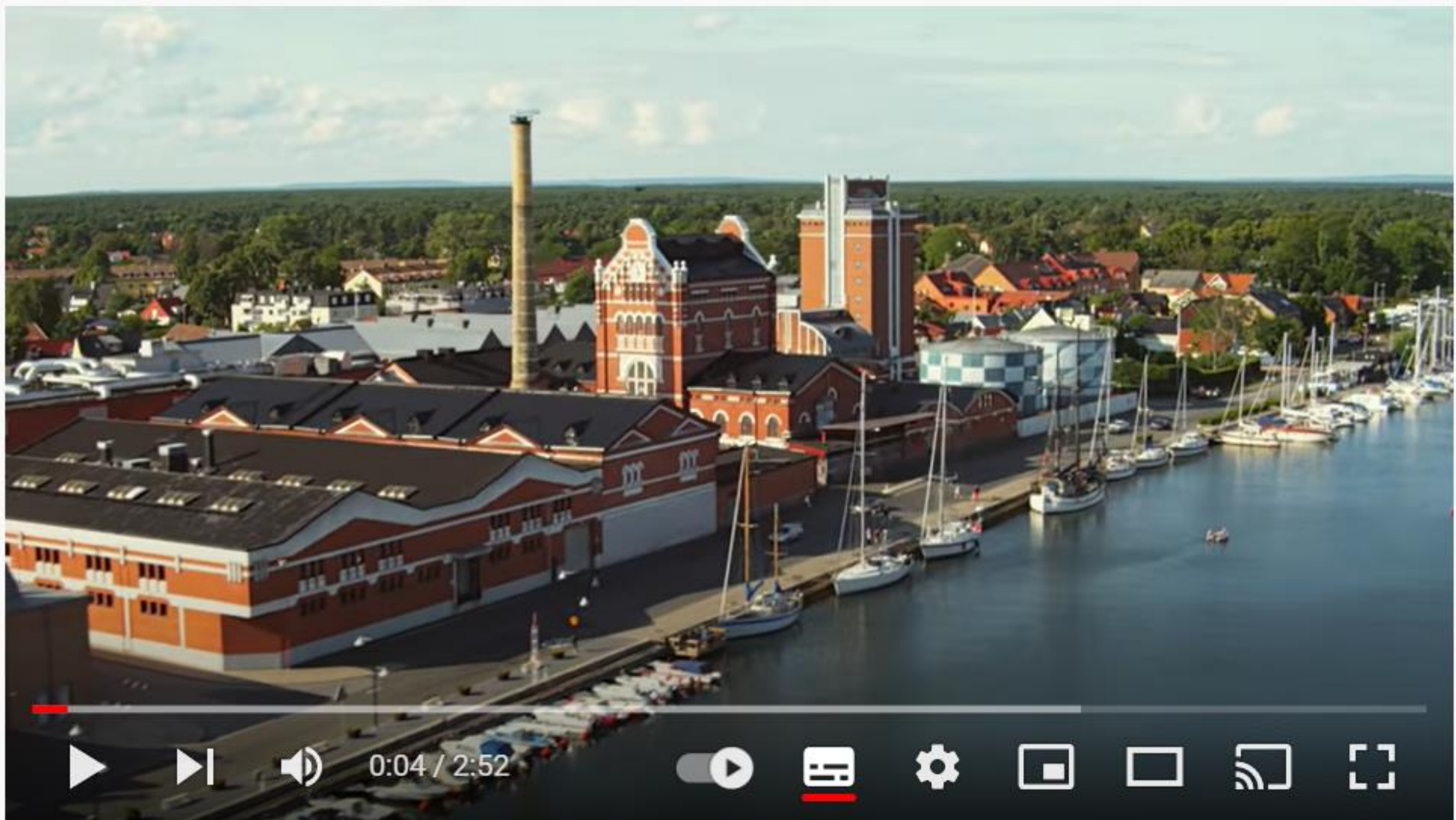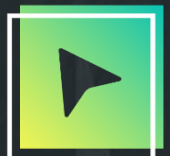This case study was inspired by real people and company, but their roles, characteristics and any other detail or event are purely hypothetical.

#TheVodkaWithNothingToHide

ABSOLUT - The Vodka With Nothing To Hide

NORDCONN

NORDCONN

How to build your HR-Tech eco-system?

Learning material & Case Study

What's the project?

- It has an assigned start and end
- A one-time activity for a unique product
- Has a concrete goal
- The result is measurable
- Has assigned resources

What keeps the manager up at night?

? How am I going to achieve the concrete goal?

? Who will do the job for me?

? How will it be ready on time?

? How much will it cost?

? What if I planned everything but something unpredicted happens?

NORDCONN

RACI

Dividing personal and team responsibilities is crucial in a project's life. Good leaders and responsible employees are able to delegate and take **ownership** for delegated tasks.

NORDCONN

RACI – it is an anagramme
Roles:

RESPONSIBLE	ACCOUNTABLE	CONSULTED	INFORMED
Who works on the task.	Who is responsible for the task to be done. Usually they are the ones who approve it.	The task needs to be discussed with them. They are the experts; they have the info for the successful finish.	Needs to be informed about the progress. Some tasks could be depended on them.

The ultimate role

NORDCONN

RACI matrix

	CONSTRUCTION LTD.				SUP- supplier
	Development	Production	Logistics	IT	SUP
Create TIME PLAN	R/A	I	I	I	C
Planning the layout	A	I	R	I	C
Create 3D plan	C	C	I	-	C
Construction	A	I	A	-	R
Quality Assurance	I	I	I	-	A/R

Usage of the Raci matrix - the responsibilty matrix

People are working even without the Raci matrix, but it could happen that someone doesn't feel responsible.

HUMAN RESOURCES

Lars
OLSSON

Absolut COO

Magdalena
BOLETAG

Absolut CTO

Johan
GUSTAVSSON

Absolut CHRO

NORDCONN

About Lars

He is the Chief Operations Officer at Absolut Vodka AB. He is responsible for:
- Key responsible person in production: daily operations, way of work, key processes
- Major changes decision must be approved by him
- Make sure everybody has the needed tools for their work

In his team:
- Facility team: keeping everything in order on the work field
- Finance: all the income/expenses managed by them
- Logistics: organizing work and raw materials in the factory
- Analytics: measurement of factory work efficiency

His goals are:
- Kick-of the **big factory expansion** asap
- Pressure CTO and CHRO to make quick decisions

In the expansion project his FOCUS AREA is:
1. Expansion: Factory is built and ready for use
2. Onboarding: new employees go through their first 3 month successfully
3. Performance: Respond to market needs

He struggles with:
- Changes in plan
- Keeping the cost of operations low

His budget:
- Daily maintenance for the whole company
- Cost of construction for the new factory

Lars
OLSSON

Absolut COO

NORDCONN

About Magdalena

She is the Chief Technology Officer at Absolut Vodka AB. She is responsible for:
- Provide technology and apps for the business areas
- Help the business areas with technology knowledge, like how to select apps
- Give support to the whole company in tech issues

In her team:
- Project Managers: for IT dev and implementation projects
- Business Analysts: to gather requirements of the business
- Developers & architects & DevOps experts: for the delivery

Her goals are:
- Find and implement a cost-effective technology solution for the **big factory expansion**
- Make sure that operations of new technologies will need low-support
- Minimalize change after decisions

In the expansion project her FOCUS AREA is:
1. Expansion: Decide on needed apps for long-term
2. Onboarding: Everybody is uploaded to the HRIS before their first day
3. Performance: Employee IT requests are fulfilled

She struggles with:
- Keeping business requirements in a fixed bucket
- Using her budget effectively
- People who are inpatient with technology

Her budget:
- Budget to implement tech apps for the expansion project

Magdalena BOLETAG

Absolut CTO

NORDCONN
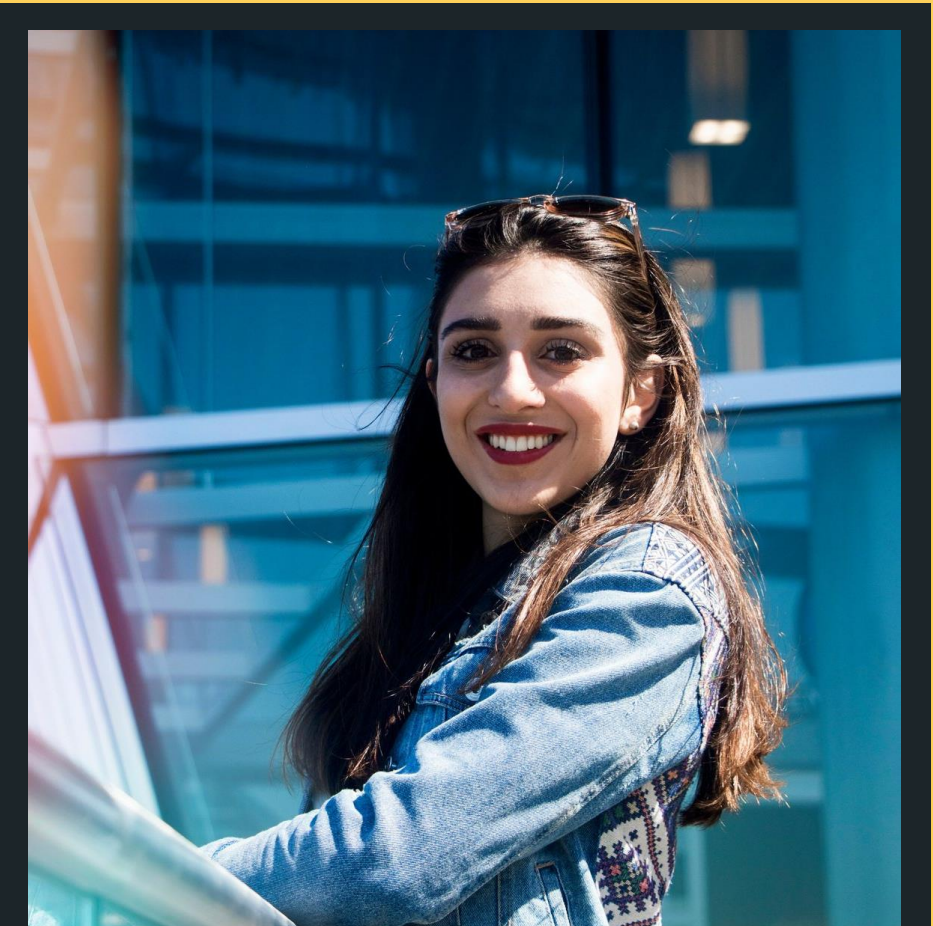
About Johan

He is the Chief Human Resources Officer at Absolut Vodka AB. He is responsible for:
- Hiring the right people and the right amount of people
- Onboarding – so everybody is welcome and productive from their 1st day
- Learning & Development – Absolut Vodka AB. has yearly budget for trainings
- Performance Management – twice a year all the employees are evaluated by their managers
- General administration of human resources
- Benefits, compensations, salaries

In his team:
- Recruiters: to find candidates and hire them
- HR Business Partners: to work closely with managers and support them in their HR needs
- HR generalist: to do the administration and participate in projects

His goals are:
- Hire all the people that Absolut Vodka AB. needs for the **big factory expansion**
- Maximize value: a lots of new employees will arrive, they have to get into their jobs and perform from an early stage
- Wants employees to be happy and to love their jobs

In the expansion project his FOCUS AREA is:
1. Expansion: Define the process of ad placement and hiring
2. Onboarding: have the best experience in the first 3 month
3. Performance: To motivate the workforce & managers

He struggles with:
- Anything IT related
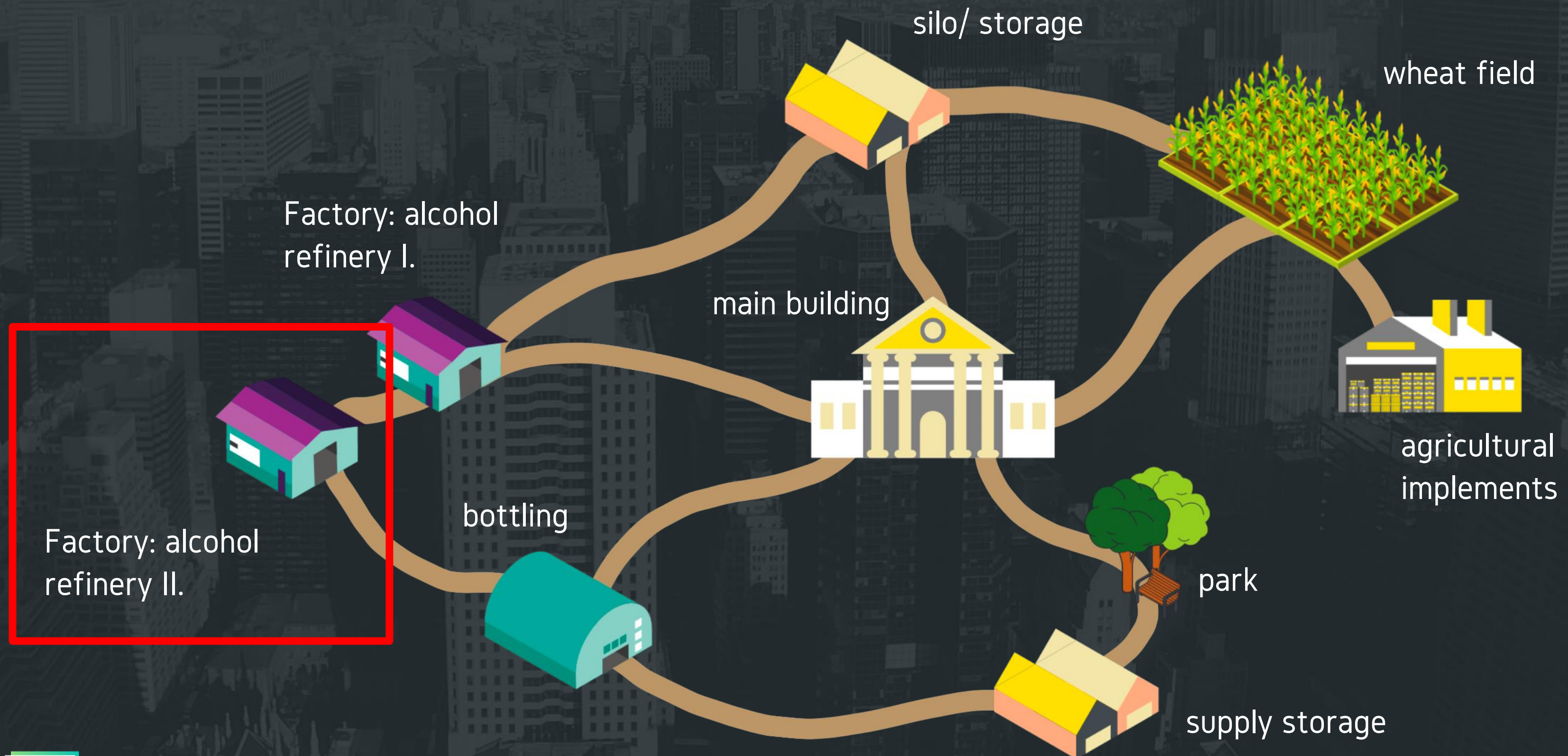- GDPR

His budget:
- Budget to hire 200 people:
  - Cost of recruiters
  - Cost of people salary
  - No budget for supporting tech

Johan
GUSTAVSSON

Absolut CHRO

NORDCONN

WORKFORCE PLANNING

HUMAN RESOURCE PLANNING

Resource planning:

Planning of the amount of the available workforce and aids (e.g.: tools, machines) and the available financial tools for the project.
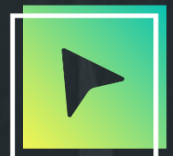
Human resource planning is only about workforce planning.
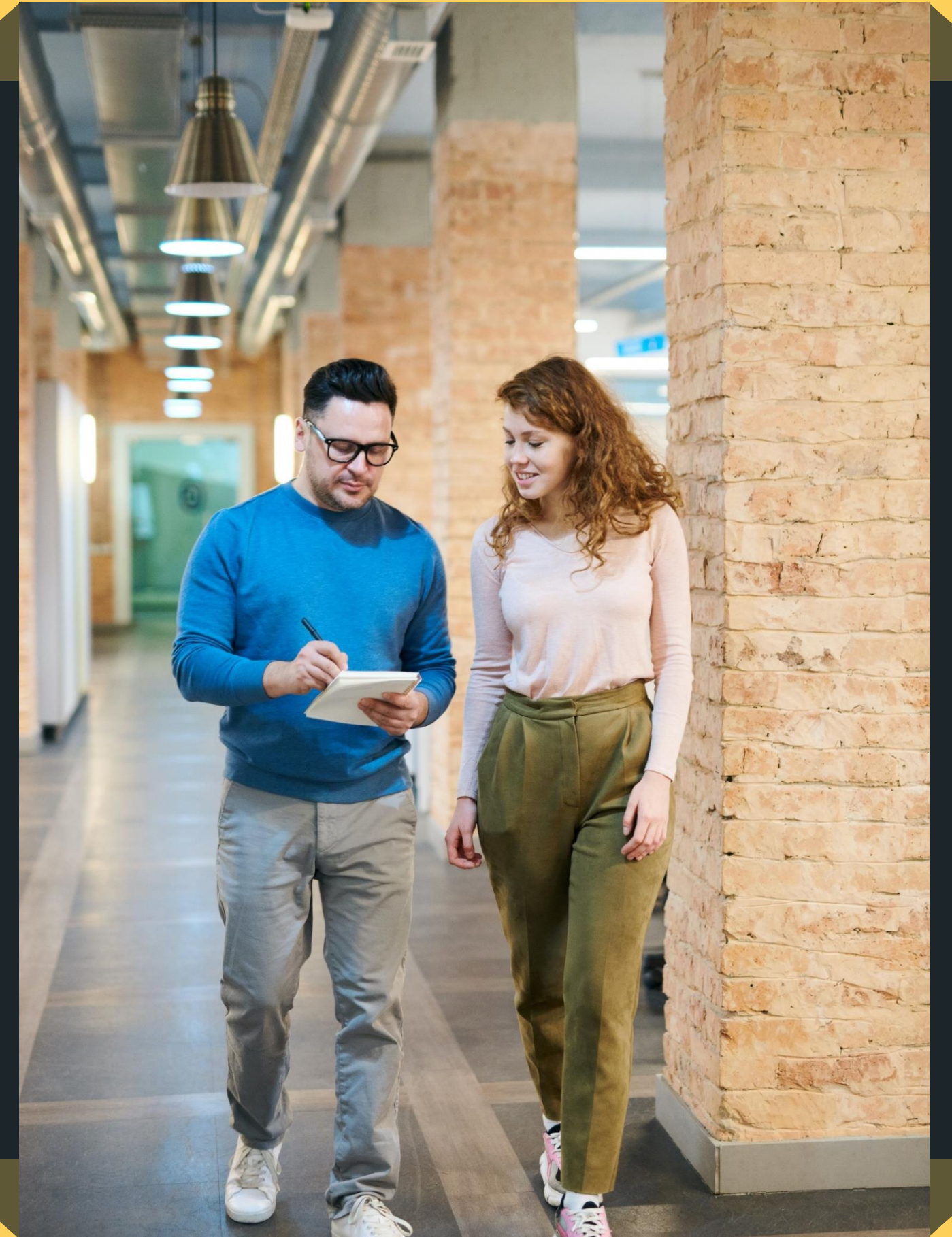
NORDCONN

"ONLY WORKFORCE PLANNING"

- Knowledge, studies
- Experience
- Attitude
- Availability
- Personality traits
- Motivations, needs
- Flexibility
- Load Capacity

NORDCONN

NORDCONN

ROLE BASED

Role based employment

- fixed responsibilites

- for every change, new task there is a training

- stable position and workplace

- slow promotions, only a few responsibilities

Knowledge, skill-based employment

- At the start attitude is more important than knowledge

- Different kinds of tasks, hierarchy is low

- Promotions are more often

- Personal ownership is high

SKILL BASED

PERFORMANCE metrics

NORDCONN

Tangible,
measured by
numbers
(20 boxes sold)

Goal oriented
Specific delivery by
specific deadline
(Google OKR)

Utilization based
Time is billable to
customer
(monthly80%)

Result oriented
Deadline is less
important,
the reaches are
what matters
(20%+ market expand)

Based on satisfaction
Based on
costumer feedback
(NPS, personal
evaluation)

Absoult Factory project

Factory EXPANSION

NORDCONN

Case 2. Resources

Lars made and extensive calculation and based on market needs he considers a human resource growth of 200 people.

He wants to devide the pool in 2 categories:

- 150 factory workers

- 50 other

1. What roles do you think are in the 50 other?

2. What kind of perfoemance metrics would you use for the 200 people (you can define segments) and why?

You have 5 minutes to discuss

DIGITAL HR

WHAT IS DIGITAL HR?
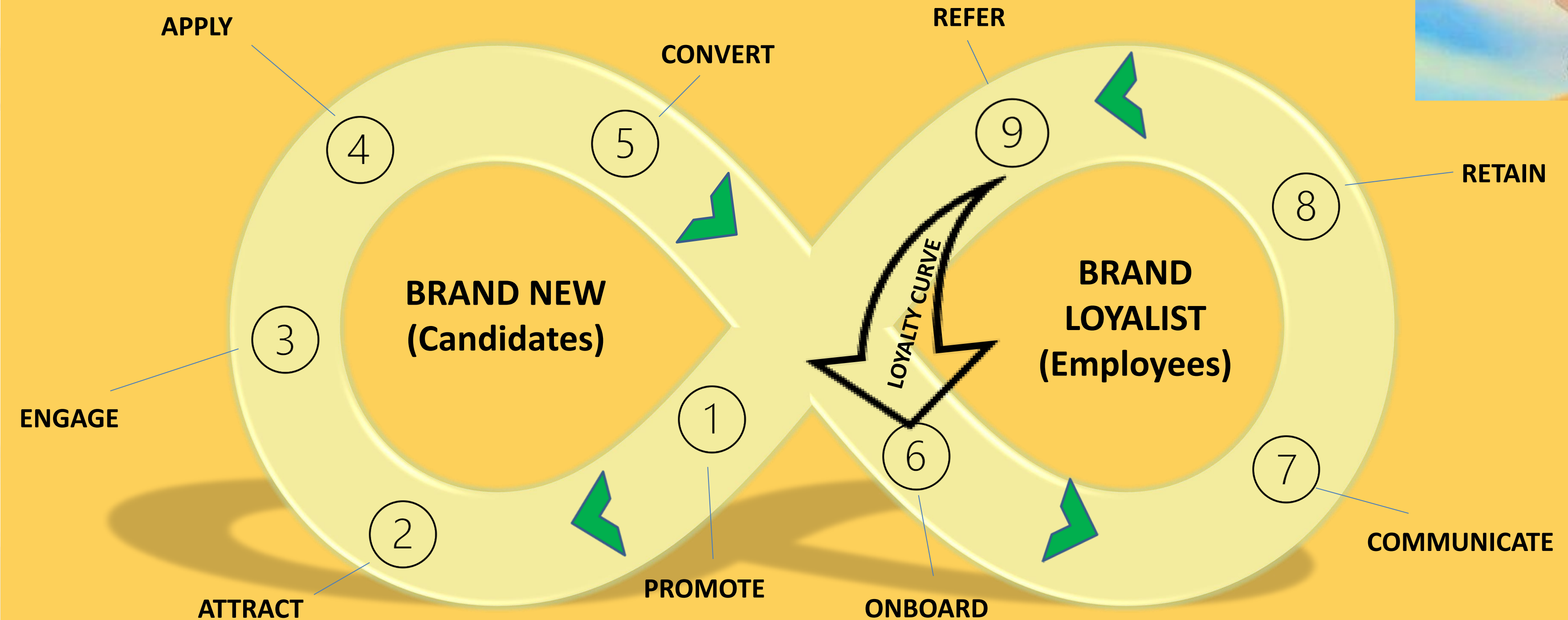
Company digital transformation is when a company install IT solutions and improve the system to make their business more successful. We call it a successful transformation when the colleges are using our solutions and we can save time for them!

We talk about HR digitalization when we install the solutions to support HR functions such as: recruiting, retention and effective work.

NORDCONN

Employee lifetime cycle

APPLY

CONVERT

REFER

RETAIN

4

5

9

8

3

BRAND NEW
(Candidates)

LOYALTY CURVE

BRAND
LOYALIST
(Employees)

ENGAGE

1

6

7

2

PROMOTE

ONBOARD

COMMUNICATE

ATTRACT

NORDCONN

HUMAN CAPITAL MANAGEMENT HR APPS CATEGORIZED

NORDCONN

HCM Suite Functions by Frequency of Deployment

- Frequently found outside of the suite if the deployment is across multiple countries, sometimes outsourced
- Commonly found in the suite
- Less commonly found in the suite, usually provided by a third-party vendor
- Not always deployed, dependent on org./industry

Administrative HR	Talent Management	Workforce Management	HR Service Delivery
Core HR	Performance Management	Absence Management	Self-Service Policy/Procedure
Benefits	Recruiting	Time and Attendance	Case Management
Payroll	Onboarding	Scheduling	Knowledge Base
	Career and Succession	Tasks/Activity Management	Digital Document Management
	Learning	Budgeting & Forecasting	
	Compensation		

Source: Gartner (November 2019)
ID: 450765

HRTECH APPS

Part I.

How can we improve our hiring?

You have 5 mins to discuss

NORDCONN

Recruitment

ATS - Applicant Tracking System

- Provides an application interface (career portal)

- Uploads and collects candidates with CV and data

- Follows the selection status

- Helps to organize interviews and sends out invitations

- Assists in evaluating candidates (applicant matching)

Chatbot supporting recruitment

- Facilitates application and position search on the chat interface

- Fulfills pre-screening: asking the candidate bot questions

- KO questions: the bot makes decisions based on the answers, filters out or allows candidates to continue

HRTECH APPS

How can we improve collaboration?

You have 5 mins to discuss

NORDCONN

Employee engagement systems

Internal, online corporate portal

- Provides an application interface (career portal)
- Uploads and collects candidates with CV and data

Reward system

- Facilitates application: position search and application on the chat interface
- Fulfills pre-screening: asking the candidate bot questions

Gamified training system

- Facilitates application: position search and application on the chat interface
- Fulfills pre-screening: asking the candidate bot questions

HR data & analytics

An HR manager who understands the functioning of the business and can also produce (or make somebody produce) the most important reports and statements does not have to prove that he/she has a place in the management.

NORDCONN

DATA PROTECTION

AND DATA SECURITY

GDPR

I CAN COLLECT ONLY THE DATA REQUIRED FOR THIS ACTIVITY FOR THE SPECIFIED, REQUIRED TIME.

GDPR

Regulation on the protection of personal data in the EU.

https://drujvary.hu/mi-az-gdpr/

PERSONAL INFORMATION AT WORK

Our workplace stores a lot of personal information about us. Apart from our baseline data, what else can be sensitive personal data?

NORDCONN

DATA collection example - Recruitment

Really needed personal information:
- Name
- Contact: telephone and/or e-mail

Necessity depends on company or job:
- CV
- Qualifications
- Work experience
- Expertise, language skills

The need for these is questionable:
- Photo
- Date of birth
- Gender
- Family status
- Willingness to have children

Data collected during the selection process:
- Application source: Profession, Facebook, job fair, recommendation, employee (internal application)
- Pre-screening, results of interviews
- Test results: test day, professional test, cognitive test, assessment center
- Reasons for rejection / cancellation
- Offer details

Special features:

Does the candidate

...smoke?   ...like wine?   ...play sports?

NORDCONN

Recruitment Efficiency Dashboard

NORDCONN INTERNATIONAL

NORDCONN

Department

All

Y Q M W D
Month

Dec 2020 - Sep 2021

2020	2021								
Q4	Q1			Q2			Q3		
Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep

Open applications

94

Recruitment Funnel

100%

APPLIED	94
SCREENING	90
OFFER	2
ONBOARD	2
WITHDRAW	2
ASSESSMENT	1

1,1%

Rejection Reasons

CV	98,39%	
Interview	85,71%	14,29%
Telephone Interview	83,33%	16,67%
Salary	66,67%	33,33%
Candidate backout	50,00%	50,00%
Filled	50,00%	50,00%
Interview Round 2	50,00%	50,00%

0%   50%   100%
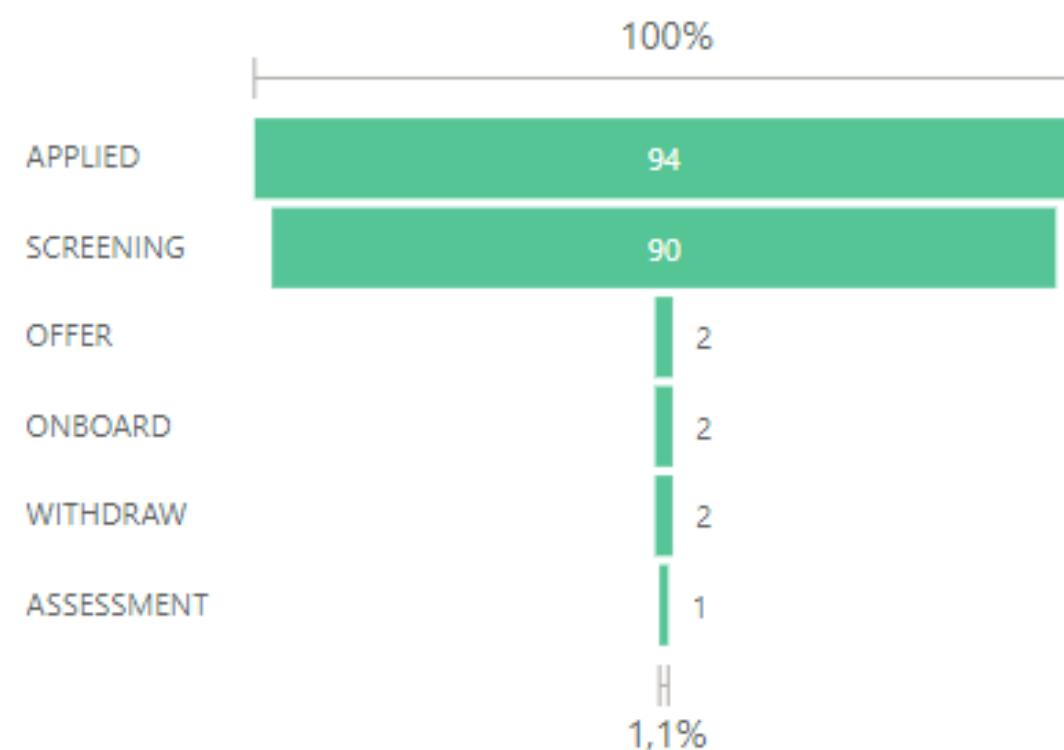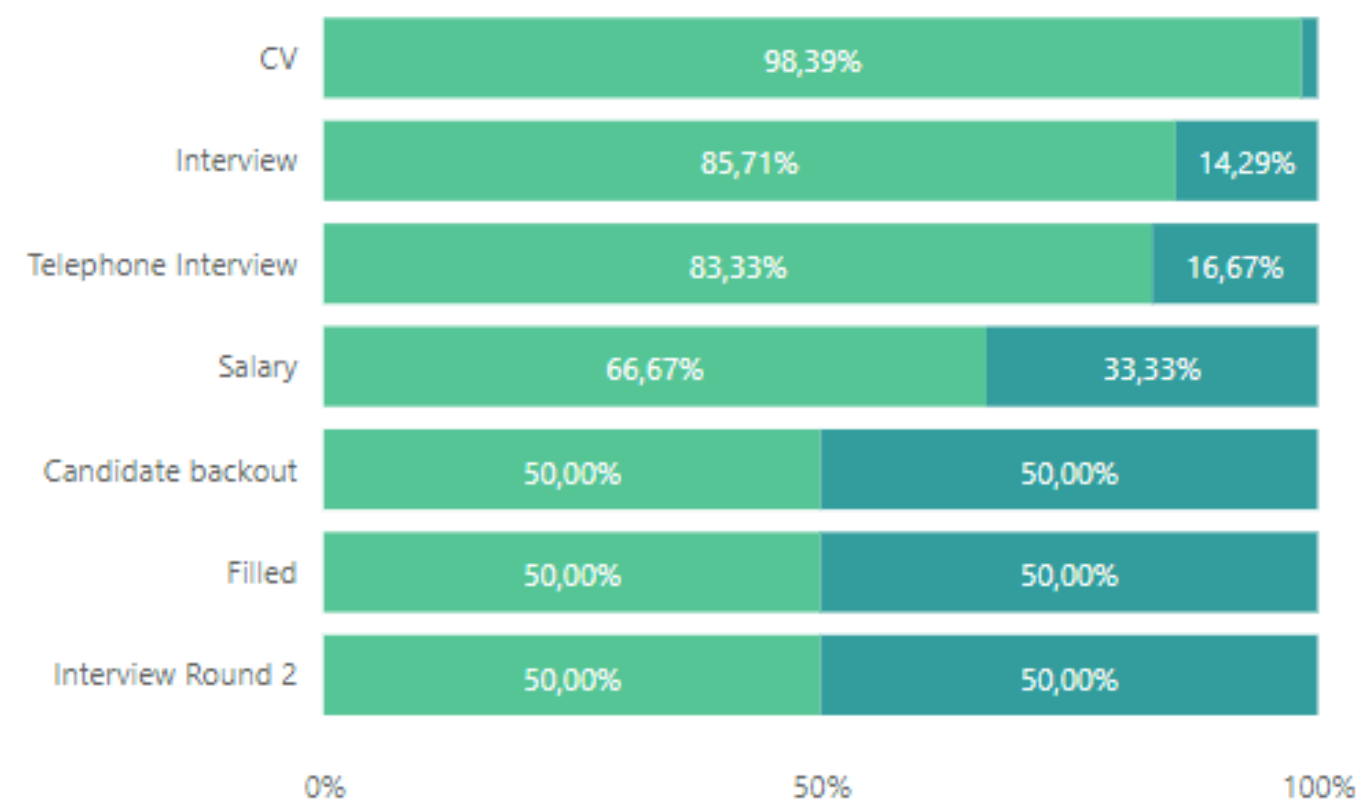
Average Recruitment Time by Recruiter
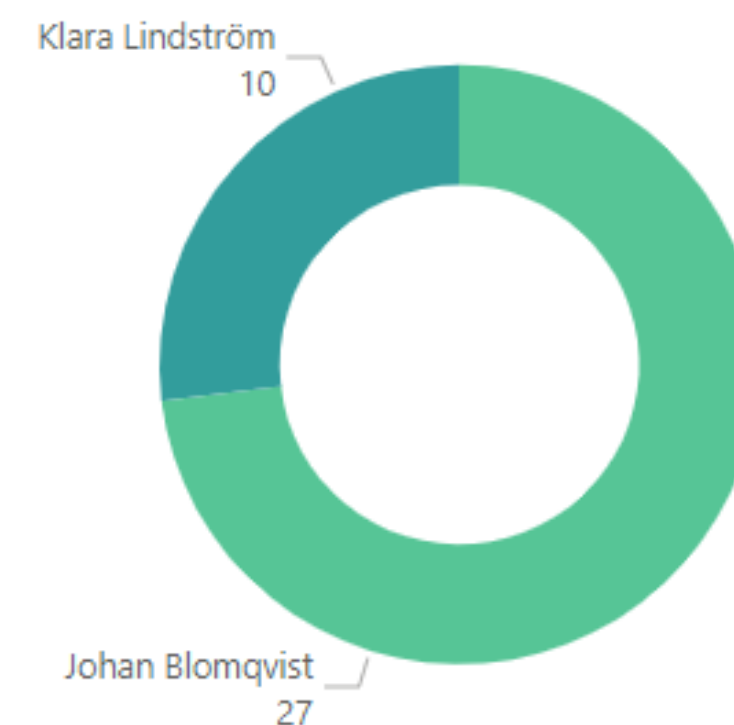
Klara Lindström
10

Johan Blomqvist
27

Recruitment Channels

Ads	Career fair	Employment website	Referral	Networking	Online	Newspaper/Magazine	Other	SNS
48	37	35	33	27	22	14	7	7
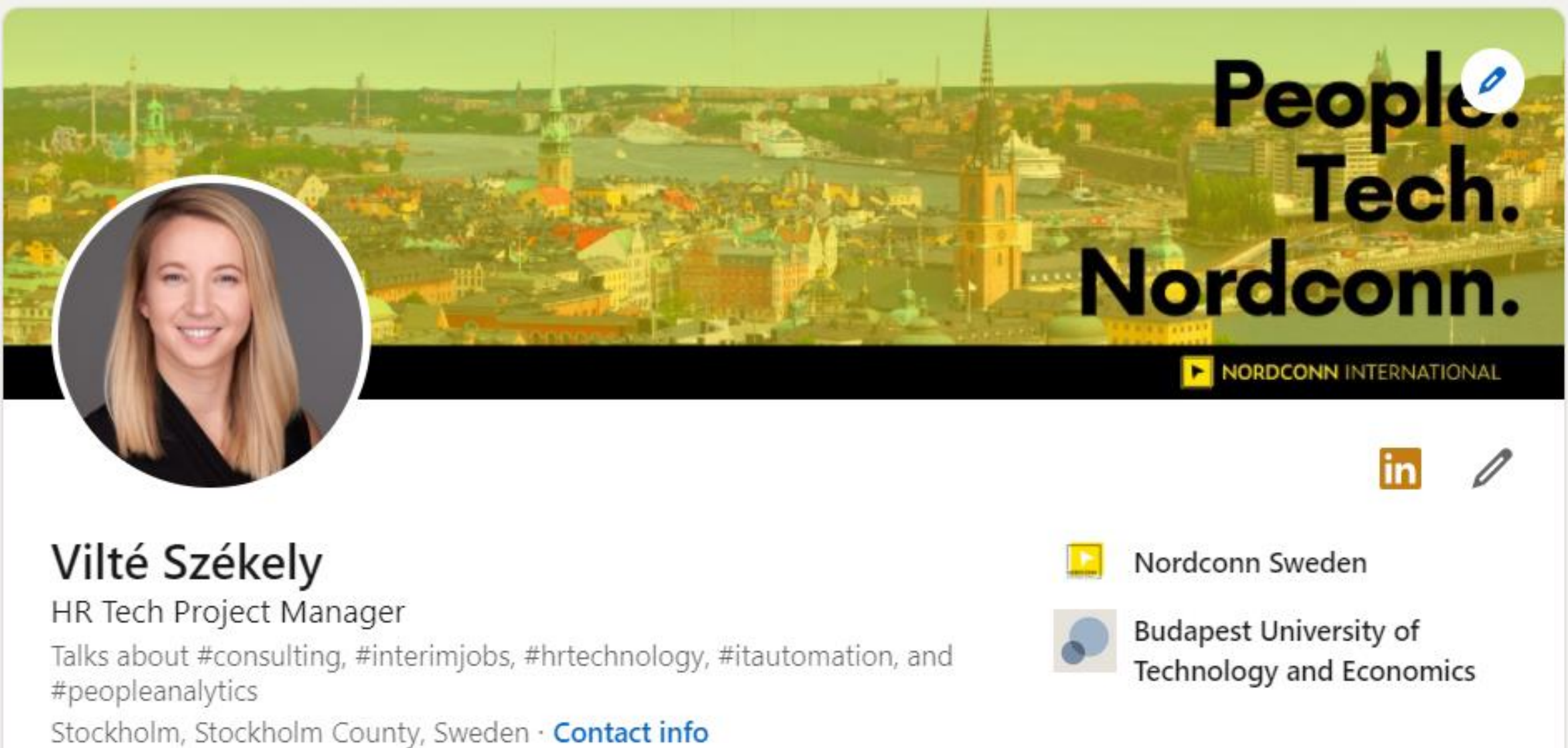
Capabilities	Jonathan		Alden		Tracy		Sandra	
	Proficiency	Interest	Proficiency	Interest	Proficiency	Interest	Proficiency	Interest
Business acumen	3	1	3	1	1	1	2	1
Data analysis	1	1	2	1	3	1	3	1
Advanced data analytics	1	0	1	0	2	1	1	0
Data visualization	2	0	1	0	3	1	2	1
Substantive HR knowledge	3	1	3	1	2	0	2	1
IT, data & warehousing	1	1	1	0	2	0	3	1

Proficiency level
0 = No capability
1 = Basic level
2 = Intermediate level
3 = Advanced level

Interest
0 = Has no interest in applying this capability
1 = Is interested in applying this capability

AIHR

Contact

Vilté Székely
HR Tech Project Manager
Talks about #consulting, #interimjobs, #hrtechnology, #itautomation, and #peopleanalytics
Stockholm, Stockholm County, Sweden · Contact info

Nordconn Sweden

Budapest University of Technology and Economics

✉ vilte@nordconn.com

📞 +46 76 7981 928

NORDCONN