Future Insights – the future of HR
About HRForecast.
Who we are.

- Your first contact for all the topics around your workforce
- Focus on solutions in the area of Artificial Intelligence, Big Data and People Analytics
- Among the top people analytics providers globally\(^1\), leading in Europe
- 10+ years of experience in Big Data technologies for data-driven workforce management
- Award winning approach for data-driven HR management
- 108+ multinational customers from multiple industries
- Offices in Munich, Bremen (Germany) and Kiev (Ukraine)

\(^1\) Source: Bersin Global People Analytics Service Provider Survey 2019
Our vision: #smartWork for a better world.
We will show you how to get the most out of your data so that you can efficiently manage and develop your workforce. We help you better understand and transform your workforce.
Our solutions to drive your individual challenges

**Upskill your workforce**
- Strategically plan your future workforce
- Benchmark against competitors and cross-industry best-practices
- Future job profiles

**Be leading in recruiting**
- Know where the best talents are available worldwide
- Know how to attract the best talents

**Create a knowledge organization**
- Increase the speed of innovation
- Staff projects, tasks and vacancies with the best people
- Propose individualized trainings for employees

„With HRForecast we became a pioneer of applying big data in the organization.”

Dr. Ariane Reinhart
Member of the Executive Board
Human Relations and Director of Labor Relations @ Continental AG
Use labor market insights to make HR ready for the future.
Results Malta

Future of HR.

Data has a better idea
HRForecast has analyzed more than 130k job postings in 12 focus countries to assess the future orientation of branches.
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Future of HR

Malta is falling behind in terms of future-oriented skills.

- Malta is falling behind
  - Companies in the Netherlands and United States search for significantly more skills with increasing importance in the future their job postings (32%) compared to other focus countries.
  - Maltese companies should keep up to date with emerging trends in HR and search for skills that will increasingly be needed in the future.
Global skill demand growth 2017-2019

- HR: 1.6%
- IT: 1.3%
- Legal: 0.4%
- Branches & Professional Skills: 0.2%
- Project Management: 0.1%
- Finance & Accounting: 0.1%
- Math: 0.0%
- Psychology: 0.0%
- Certifications: 0.0%
- Health & Safety: 0.0%
- Marketing: 0.0%
- Sales, Marketing & Com. Contracts: -0.2%
- Soft Skills: -0.3%

Skill Demand Growth (in %-points vs. 2017)
IT skills in HR continue to gain importance.

Digitalization is impacting HR skills fast and extensively

- In the future, **IT-skills will continue to gain importance**
- Companies slowly start to **include Machine Learning, Big Data and Analytics/BI skills in HR positions**
- This is reflected in the shift from **repeating administrative work to more complex tasks**
- With emergence of new skillsets, the **role and organization of HR within the business will change**
Social & digital skills convergence in the area of human resources.
Social & digital skills convergence in the area of HR

**Digital skills**

- Machine learning
- Algorithm driven development
- Smart employees platforms
- Robotics and process automation
  - (e.g. chat bot, recruiting and payroll)
- ...

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FHRD - all about people
Social & digital skills convergence in the area of HR

**Digital skills**
- Machine learning
- Algorithm driven development
- Smart employees platforms
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  - (e.g. chat bot, recruiting and payroll)
- ...

**Soft skills**
- Social listening
- Leadership empathy & sensitivity
- HR with a heart
- Building relations
- Trusted advisor
- ...

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= The future of HR
- Decreasing need for administrative tasks performed by humans and increasing focus on the human side of HR
- Increased productivity through a stronger focus on employee well-being and motivation
- Strong focus on strategic decisions
- Provision of data-driven employee services, available 24/7 via bots
- ...
Evolving into the new HR.
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Degree of individualization
Degree of individualization of work results; can be direct or indirect support of co-workers
Evolving into new HR

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Legend: Traditional roles ( ) merge together to lead to a future oriented profile ( )
Evolving into new HR

**Socio-digital HR roles**

- Employee Life-Cycle Manager
- Talent Intelligence Consultant
- HR Data Scientist
- Strategic HR Business Partner

**Degree of individualization**
Degree of individualization of work results; can be direct or indirect support of co-workers

Legend: Traditional roles (-legged) merge together to lead to a future oriented profile (flying).
Future operating models of HR.
Future operating models of HR

**Business partner model**
- Future / Strategic focus
- Day-to-day / operational focus
- USAA / Prudential / Starbucks

**Agile: Employee centric organization**
- ''Boxes and lines" less important, focus on action
- Leadership shows direction and enables action
- Teams built out of different positions
- ING Bank / Zappos / Spotify

**Agile: Embedded HR Community**
- Nissan / Syngenta / SAS

*Image description: Business partner model focuses on strategic and day-to-day aspects, suitable for organizations like USAA, Prudential, and Starbucks. The Agile model emphasizes an employee-centric approach with ING Bank, Zappos, and Spotify as examples. The embedded HR community model integrates HR into the fabric of the organization, as seen in Nissan, Syngenta, and SAS.*
Future operating models of HR

**Business partner model**
- Future / Strategic focus
- HR Business Partner
- Change Agent
- Administration Expert
- Employee Advocate
- Day-to-day / operational focus

USAA / Prudential / Starbucks

**Agile: Employee centric organization**
- Leadership shows direction and enables action
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ING Bank / Zappos / Spotify

**Agile: Embedded HR Community**
- HR Leader
- Customers
- HR Business Partner/Advisor
- Experts
- Operations/Services Manager
- External Networker

Nissan / Syngenta / SAS

- HR embedded within the business
- Networks/Communities of Expertise (sharing best practices and using common tools and technologies)
- Strong collaboration between different roles
- External networker extends the HR community beyond organizational borders

Key points:
- HR as an independent function
- Centers of Expertise (small, focus on technology platforms and standards)
- Moderate collaboration between different roles
- No special role for external networking
Future operating models of HR

The role of HR can change from an evolution with gradual developments to disruptive new ways of operating the role of HR.

- **Evolution**
  - **Business Partner Model – Next Generation**
    - Skill development in current roles
    - Introduction of new roles fostering critical future skills

- **Reinvent HR**
  - Changes in the operating model
    - Examples: HR Data Scientist, Employee Advocate, External Networker, Talent Intelligence Consultant
  - **Agile: Employee Centric HR**
  - **Agile: Embedded HR Community**

**Impact**
(How much changes)

**Future of HR**
HC requirements and role distribution

**Business Partner Model – Next Generation**
- Employee Advocate: 25%
- Administration Expert: 10%
- Change Agent: 20%
- HR Business Partner: 35%
- Others: 10%
- Others: 1.1% - 1.6%

**Agile: Employee Centric HR Organisation**
- Strategic HR Business Partner: 25%
- Career Life-Cycle Manager: 25%
- Talent Intelligence Consultant: 35%
- HR Data Scientist: 15%
- Others: 1.5% - 2.0%

**Agile: Embedded HR Community**
- HR Leader: 25%
- HR Business Partner & Advisor: 15%
- External Networker: 10%
- Expert: 30%
- Operational Services Manager: 20%
- Others: 1.3% - 1.7%

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Legend:
1. Big circles: % of total HR department
2. Average share of HR positions of total employees
3. Includes legal, works council, support functions etc.
4. Source: Bloomberg 2018 HR Benchmarks Report

Development of HR staff ratio (# for every 100 workers)
Next steps.
Next steps.

/1 Further development of the content for ‘Future of HR’ with the help of our partners, and, hopefully, you!
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/2 Extension of the content through next sections (Future of Marketing, Sales, R&D already in progress)
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/4 Continuous updates of the insights and sharing of best-practices throughout our ‘Future Community’
Let’s shape the future together!

Follow us on linkedin

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