

No one can predict the organization of the future. No one can predict the course of HR profession. No one can predict how HR practices will change in the future. Here is my about the future's however, I hope to be correct. I believe that the future will be shaped by innovative insights. Thinking about the future may help to change today's HR practices in positive ways. (Srinivas, 1997)



Q6: Unexpected ICT developments that might influence HRM between now and the year 2015?

1. Virtual job fairs will become common practice (2,87)
2. Major ERP systems as in-house systems become history and next generation HRIS solutions will replace existing ERP solutions (1,56)
3. Companies like Google begin to dominate providing free ERP solutions (1,20)
12. Effort and error free HRIS implementation (0,43)

"Number 1 is not even unexpected, it is expected", practitioner



Results

Q1: What development(s) in ICT will influence HRM between now and the year 2015?

1. Increased use of Web 2.0 /social media (4,3)
2. Increased use of mobile communication technology (3)
3. Increased interaction between audio and visual technologies (1,82)

"Social media is a hot topic among HR and that that is just the usual thing. HR department must adapt to the technologies available"

Q5: What implication(s) will these developments in ICT have for HRM in the context of multinational corporations between now and the year 2015?

1. Social media will have far-reaching implications for staff, sharing of confidential information, its use in recruitment, training and educational issues, ethical issues (3,31)
2. MNCs will particularly use ICT to better control and evaluate their subsidiary companies (3,17)
3. MNCs will outsource operational HRM on a global basis to a larger extent. This includes payroll. Global HRIS solutions implemented in the last 5-10 years are the enabler. This development has started and it will be accelerated (2,17)

"MNEs will use ICT and Web 2.0 to help resolve the integration-responsiveness problem. Technology will enable MNEs to integrate and decentralize simultaneously", researcher

Q4: What implication(s) will these developments in ICT have for the kinds of knowledge and skills needed by HR professionals between now and the year 2015?

1. Knowledge of social networking, importance of social networking, and ability to work in a virtual network (3,21)
2. Statistics and business analytics (faster, deeper, more insightful about sourcing, buying and managing service providers) (2,08)
3. Knowledge of what the technologies can do is important, but more important is their capacity to handle all of the new data that will become available, especially on engagement and knowledge sharing (1,95)
12. No administrative knowledge, creativity almost important (3)

"Social networking is a must - important to have first hand in a world where being connected means, such a mindset is needed", researcher

Q2: What implication(s) will these developments in ICT have for how HRM is organized/ delivered in firms between now and the year 2015?

1. Social media and collaboration will fundamentally change the competence and knowledge management paradigm (2,82)
2. HR departments will become more virtual (fragmented nets of changing external providers, HR professionals, line managers and employees) (2,78)
3. HR will become more decentralized by giving more responsibilities to local managers and employees (2,65)

"Social media utilization will be broad and deep. This is revolution, not evolution", practitioner

Q3: What implication(s) will these developments in ICT have for the role played by HR between now and the year 2015?

1. Conventional HR departments seem to lose some of their influence, recognition and resources and for HR departments that open up to ICT developments power and recognition will increase (2,63)
2. HR will drive things like organizational agility through performance management, learning and collaboration while traditional HR administration is already tackled and ready for optimization (2,52)
3. HRM practices will be more useful for line managers, new cadre of middle and senior managers capable and prepared to handle people issues (2,30)
8. HR will become strategic partner (0,78)

"HR activities will differentiate in companies more and more. There will be advanced HRs but unfortunately some companies will not do progress at all", researcher

A Delphi study on e-HRM:
Future Directions

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Agenda

- E-HRM eras
- Research questions
- Method
- Results, conclusions & limitations
- Q & A

e-HRM eras

1990 - 2000

- technological advancement & emergence of strategic HR
- the partner phase
- internet

1980 -1990

- cost-effectiveness
- polite & police phase
- personal computers

2000-2010

- player phase
- wireless communication

2010 - 2015 ?

Research questions

Q1: What development(s) in ICT will influence HRM between now and the year 2015?

Q2: What implication(s) will these developments in ICT have for how HRM is organised/ delivered in firms between now and the year 2015?

Q3: What implication(s) will these developments in ICT have for the role played by HR between now and the year 2015?

Research questions II

Q4: What implication(s) will these developments in ICT have for the kinds of knowledge and skills needed by HR professionals between now and the year 2015?

Q5: What implication(s) will these developments in ICT have for HRM in the context of multinational corporations between now and the year 2015?

Q6: Finally, please describe 1-3 unexpected ICT developments that might influence HRM between now and the year 2015?

Delphi – process

- Invitation for researchers in HRIS workshop (Milan 2009/05) and invitation for practitioners in Henry Future HR group's meeting (Helsinki 2009/08).
- Criteria e-HRM expertise

2. Round (Ranking via web-portal)

- Panelists rank 5 most important answers (n=10-12) per question (rr=100 %)
- Panelist are asked to comment their rankings

[There are no set rules]

1. Round (Brainstorming)

- Invited panelists receive e-mail with 6 open-ended questions
- 24 experts respond and from 186 answers 65 are chosen for Round 2

3. Round (Final ranking)

- Panelists rank 5 most important answers based on Round 2 rankings (rr = 96%)
- Panelists are asked to comment rankings
- Reporting

Results

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(average max. = 5)

"Social media is already influencing HR and I think that it is just the beginning. HR department must adapt to this phenomena."
researcher

Q2: What implication(s) will these developments in ICT have for how HRM is organised/ delivered in firms between now and the year 2015?

1. Social media and collaboration will fundamentally change the competence and knowledge management paradigm (2,82)
2. HR departments will become more virtual (fragmented nets of changing external providers, HR professionals, line managers and employees) (2,78)
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“Social media utilization will be broad and deep. This is revolution, not evolution!”,
practitioner

Q3: What implication(s) will these developments in ICT have for the role played by HR between now and the year 2015?

1. Conventional HR departments seem to lose some of their influence, recognition and resources and for HR departments that open up to ICT developments power and recognition will increase (2,61)

2. HR will drive things like organizational agility (through performance management, learning and collaboration) while traditional HR administration is already tackled and ready for optimization (2,52)

3. HRM practices will be more useful for line managers; new cadre of middle and senior managers capable and prepared to handle people issues (2,26)

8. HR will become strategic partner (0,78)

"HR activities will differentiate in companies more and more. There will be advanced HRs but unfortunately some companies will not do progress at all" , researcher

Q4: What implication(s) will these developments in ICT have for the kinds of knowledge and skills needed by HR professionals between now and the year 2015?

1. Knowledge of social networking, importance of social networking, and ability to work in a 'virtual' network (3,21)
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3. Knowledge of what the technologies can do is important, but more important is their capacity to handle all of the new data that will become available, especially on engagement and knowledge sharing (1,95)
12. No administrative knowledge, creativity is most important (0)

“Social networking is a mindset - important to have that mindset in a world where being connected is core, such a mindset is needed”, researcher

Q5: What implication(s) will these developments in ICT have for HRM in the context of multinational corporations between now and the year 2015?

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Conclusions & limitations

The use of social media & social networking will increase and it will have -major- impact on HRM

Skills for HR-personnel will be IT-personnel skills

Conventional department lose influence & in-house systems will become history

Limitations & recommendations

- Instead of ranking, maybe rating
- Scheduling & contacting
- Social media "hype"
- Results mature in very short period of time

Panelists agreed on all the most ranked answers between Round 2 & 3 (measured with Kendall τ)

The era of social media / social networking?

Recruiting

- Cost effective
- 45% of US recruiters has used linkedin during past year
- Offers "passive" applicants
- Information is more up-to-date than in traditional CV portals

Usage in US (2009)

- Corporate blogs 14 %
- Wikis 13 %
- Recruiting 9 %
- Not going to use 25%

Corporate facebook

- Invitation only - groups
- Project planning and management
- Anonymoys groups
- Faster data access
- Ideas formulate in informal forums

Twitter for corporate openness

The Dark Side?

- UK costs 1,8 billion / y
- Productivity without FB +1,5%
- Privacy & communication issues

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