



TRANSFORMING HCM IN THE PUBLIC SECTOR

Introduction

Organizations across the globe are undergoing transformation from within owing to emerging technologies and new business trends. Public sector organizations are no exception as these too are under pressure to save cost, increase efficiency and enable transparency through digital, smart and mobile technologies.

A common denominator across various transformation initiatives is the importance of intelligent HR processes and systems. As organizational processes transform, so do HR functions. Customer-facing transformation initiatives must be synced with lean and agile internal-facing business processes if they are to provide maximum value and ROI. Thus, as HR evolves from playing a peripheral role to becoming a significant agent of change, innovative workforce management policies, approaches and solutions are increasingly becoming a crucial part of HR.



HR trends in public sector organizations

Public sector organizations have needs and responsibilities that are vastly different from those of enterprises in the private sector. Consequently, the HR systems and processes in these organizations are unique and require an innovative approach to transformation. Some of the trends that govern HR operations in public sector companies and drive transformation are described below:

1. **Equality and diversity** – A public sector organization is obliged to the ruling government to provide equal opportunity to all citizens and ensure appropriate diversity in the workplace. Anti-discrimination laws mandate fair treatment to all job applicants and employees irrespective of age, gender, ethnicity, physical ability, sexual

orientation, religion, color, etc. Thus, the HR processes in such companies are designed to ensure that the most eligible person is hired for the job and that employees are promoted based on merit in addition to creating a safe and productive work environment that reflects the diversity of the region. Further, these organizations need to provide periodic reports to the parliament or the respective governing bodies detailing the practices on the above parameters.

2. **Higher duty allowance** – Higher duty is defined as the responsibilities handled by an employee working in a role that is not his normal position, for instance, when a deputy manager takes on the role of his manager when the manager is on leave. Recognizing the additional ownership and effort spent

by the employee in such a scenario, organizations offer a form of additional payment called 'higher duty allowance'.

3. **Leave loading** – This policy provides additional compensation to an employee for expenses incurred during his annual leave. It is calculated as a percentage of an employee's hourly rate and a certain percentage of this amount is exempt from tax.
4. **Prior service** – If an employee gets transferred from one governmental agency to another, the new agency must capture the employee's complete service history such as paid and unpaid leave availed, etc. Further, agencies must take into account complete work history and previous transactions when processing an employee's benefits.
5. **Leave administration** – HR departments in public sector organizations use several

process and payment options to help employees during their leave period such as:

- › Full/half pay option: An employee can choose to convert his leave to either full-pay or half-pay
- › Anticipation of leave by generating simulation quota: In case of leave shortage during the current year, employees have the option to anticipate holidays from the following year even though they are not yet entitled to these days
- › Purchase of leave option: In case of leave shortage, employees can purchase leaves and deduct the amount from their salaries

6. Incremental progression – According to this HR policy, every year employees can benefit from a progressive increase in salary within a preset range as prescribed in Awards, Agreements or Determinations. Employees are entitled to incremental progression based on various factors such as age, years of service, maturity in a current grade or level, recognition of conduct, etc.

The HR processes in public sector organizations tend to be unique, more comprehensive and complex compared to private sector companies. Thus, designing a digital HR solution requires expert understanding of these systems and processes whereby all possible business scenarios are taken into consideration. This domain knowledge is paramount as any error in code logic or program can result in grave consequences such as inaccurate payroll calculations, disgruntled employees and costly lawsuits.

Infosys IS-HCM for Public Sector is a pre-configured solution designed specifically for public sector HR organizations. Leveraging decades of experience working with large public sector organizations, Infosys has gathered key insights into the

HR processes of these companies, which have been used to create a comprehensive solution that streamlines HR and increases efficiency.

The solution simplifies HR configurations and changes and automates tasks with a self-service option, thereby helping employees execute a broad spectrum of activities including recruitment, e-learning, talent management, and leave management. The self-service capability allows employees to make informed decisions about their HR needs. This not only improves HR-related outcomes but increases employee satisfaction as well.

The solution also empowers managers by providing greater visibility into metric-based performance, skill gap, training schedules, planned and unplanned leaves, etc., so they can make informed decisions.

The end-to-end HR solution encompasses exhaustive processes for workforce administration, talent management, analytics, and reporting. The interface is easy to navigate with content-rich user screens for employees, managers and data administrators. As a future-proof solution, it can also extend seamlessly into m-governance with an employee mobile app and mobile reporting.

Conclusion

When it comes to transformation initiatives, HR departments in public sector organizations face different challenges owing to their unique needs and responsibilities. Complex leave management processes and strict accountability to the government mandate in-depth process and system understanding before automating and standardizing processes. Infosys IS-HCM for Public Sector is a comprehensive solution geared for public sector HR organizations that leverages deep knowledge of this particular domain. The solution simplifies and automates various tasks and offers a self-service portal and intuitive reporting mechanisms. These features improve HR-related decision-making for employees as well as managers, thereby enhancing productivity and supporting future digital transformation projects.



About the Authors



Naga Siva Ram Mantha

Delivery Manager, Infosys

Naga Siva has completed his Masters in Industrial Engineering from National Institute of Industrial Engineering, Mumbai. He has 22 plus years of industrial experience, driving large transformation programs. He is passionate in studying new trends of Technology, applying them to improve business processes, automation and implementing management techniques that help large teams give their best. He is certified PMP and ITIL practitioner, and has received multiple excellence awards including Infosys Excellence Awards 2013 and 2017, SAPerb Award 2015, INFYnity Award 2018.



Schunder Tezaswii Chitrapu

Principal Consultant, Infosys

Schunder has over 15 years of IT consulting experience, delivering large SAP transformation and support programs. He has delivered solutions across various industry verticals and geographies. He is currently focusing on delivering solutions to the Australian Public Sector. He is passionate towards solution architecture and application design with specialization in user experience. A large part of his current responsibility includes process automation, innovation and new technology adoption within the customer's lines of business.



Lalitha Mantha

Senior Technical Architect, Infosys

Lalitha has over 15 years of work experience, with specialization in SAP HR, technology architecture and automation. She has delivered multiple transformation, upgrade and support programs across geographies and industry verticals. She has delivered multiple HR innovation initiatives and leads the solution architecture track of the HCM competency. She has been conferred the Tech Guru Award for 2 consecutive years, Most Valuable Player award and also achieved the Woman Achiever award in the area of technology specialization.

For more information, contact askus@infosys.com



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