# UNIVERSITAT POLITÈCNICA DE VALÈNCIA

# Digital Human Resource Processes in a Cloud Environment

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Introduction

More and more companies **digitalize** and transfer their **human resource** (HR) processes into innovative **cloud-based** solutions (**HR Cloud**). These solutions not only offer **technological** but especially **process advantages** by breaking up process silos and replacing them with a holistic HR process landscape. The former allows HR **a new way of working**, away from personnel administration to a **proactive human capital management**.

*Transforming the HR process world into a HR Cloud environment*
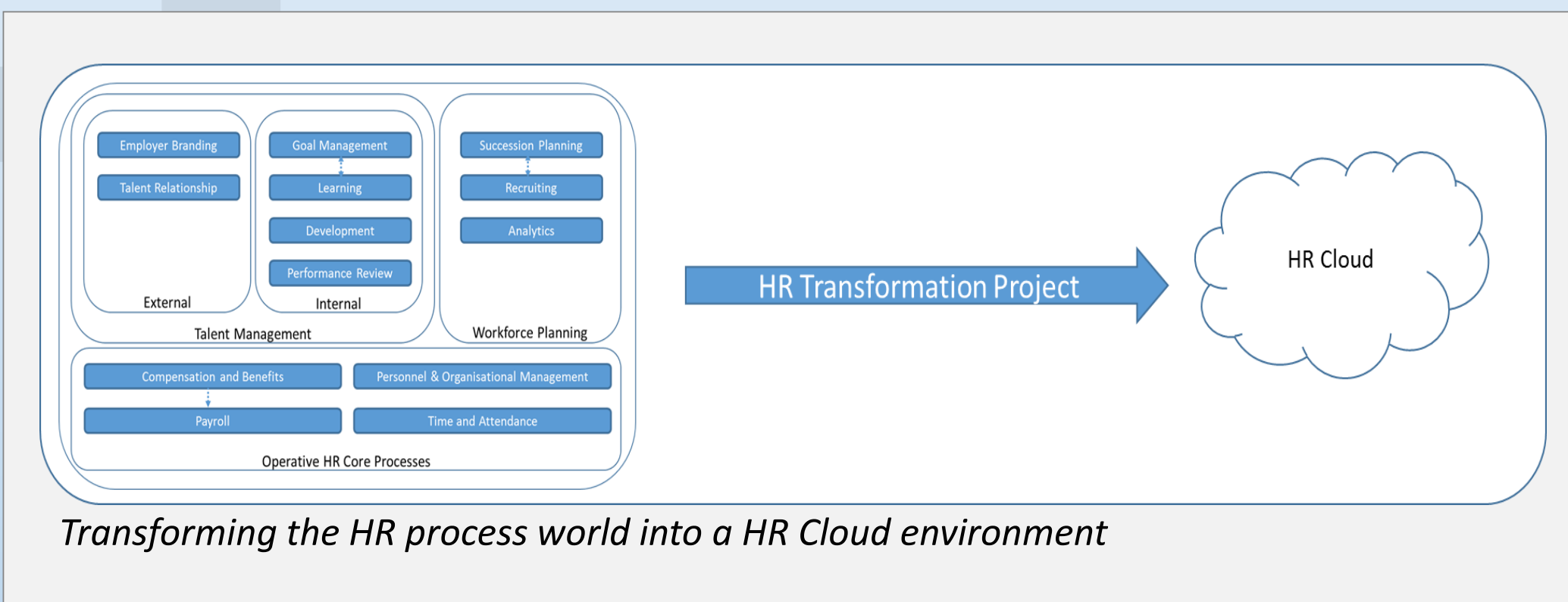
Objectives

However, in the context of transformation projects new challenges arise, for example, by storing personal data in the cloud but also on limited process configuration options offered by cloud solutions.

A This research develops an **applied process model for HR Cloud transformation projects** in a cloud-based environment. Additionally, it provides findings, applicable to the fields of organization, business and IT as well as decisions and critical success factors in the specific context of cloud-based HR solutions.

Process model for HR Cloud transformation projects
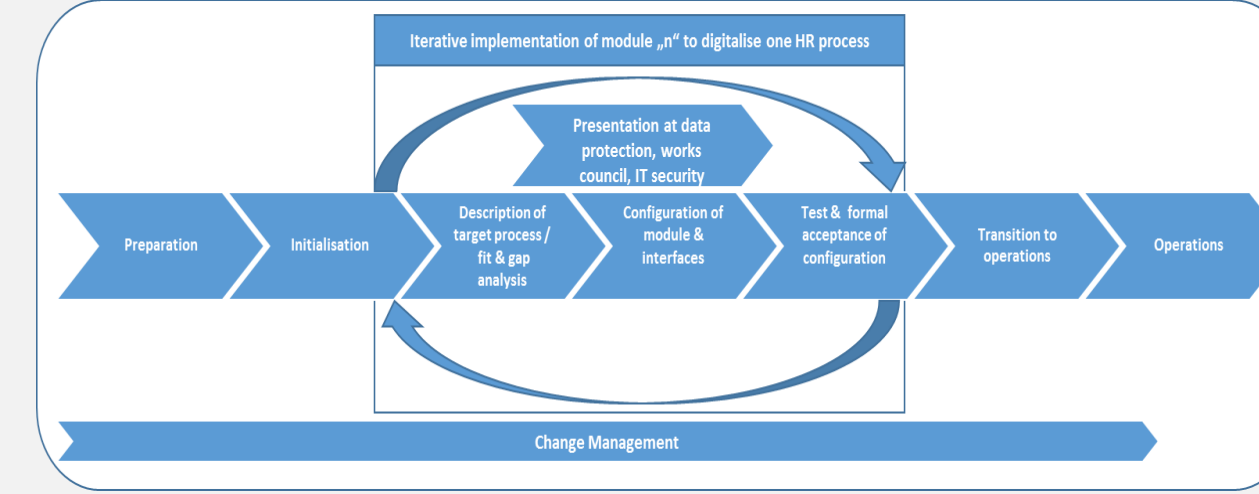
B Furthermore, the HR Cloud solutions enable the creation of new **cross-domain HR key performance indicators (KPI)**. This research aims to identify those new HR KPIs and evaluate if the HR Cloud solutions are able to deliver them.

C Finally, the new HR KPIs will be **applied** to analyze if and how they **support continuous HR process improvements**.
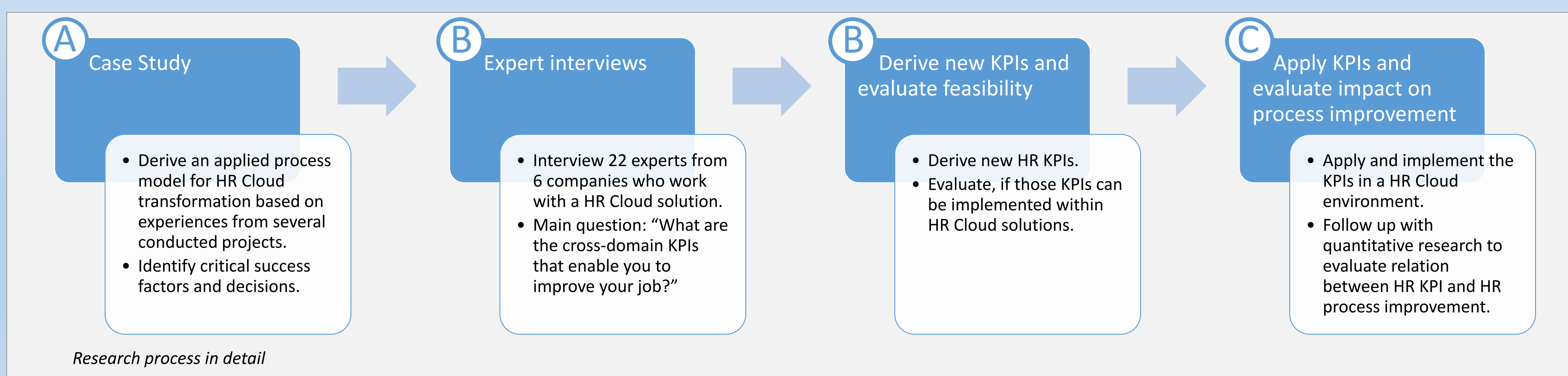

Continuous process improvement

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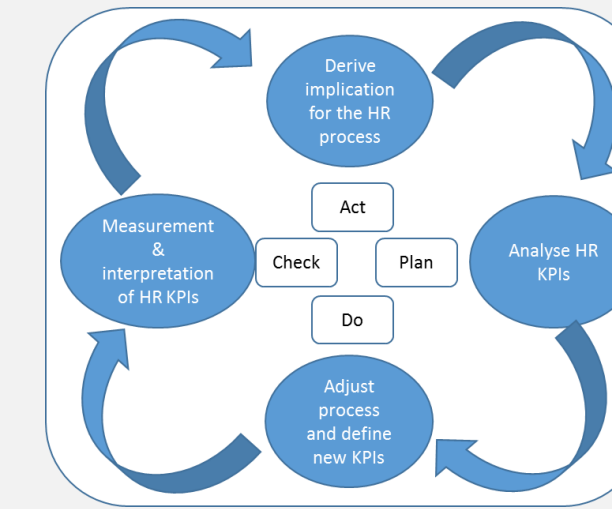
Main stages and research development

A A **descriptive case study approach** by Robert K. Yin, that bases on experiences from several HR Cloud transformation projects is used to develop an **applied process model**, consisting of **agile** and **classical** components.

B A **qualitative approach** by Margrit Schreier is applied to derive new HR KPIs from expert interviews.

C A **mixed method approach** by John W. Creswell results from combining the **qualitative** outcomes from B with the **quantitative** evaluation of their practical application.

A Case Study
- Derive an applied process model for HR Cloud transformation based on experiences from several conducted projects.
- Identify critical success factors and decisions.

B Expert interviews
- Interview 22 experts from 6 companies who work with a HR Cloud solution.
- Main question: "What are the cross-domain KPIs that enable you to improve your job?"

B Derive new KPIs and evaluate feasibility
- Derive new HR KPIs.
- Evaluate, if those KPIs can be implemented within HR Cloud solutions.

C Apply KPIs and evaluate impact on process improvement
- Apply and implement the KPIs in a HR Cloud environment.
- Follow up with quantitative research to evaluate relation between HR KPI and HR process improvement.

Research process in detail

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Expected results and possible profits

A **Process model** elaborated, how to transform HR processes into a HR Cloud environment.
(Already published at Springer: DOI: 10.1365/s40702-016-0251-8)

B **New cross-domain HR KPIs** derived and implementation feasibility in a HR Cloud verified.

C **Impact** of the new HR KPIs on **HR process improvement** measured.