

Unit 9: HR DIGITALISATION



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Module: HR Digitalisation

Primary Target Group: SMEs in the tourism sector

Secondary Target Groups: Expert VET providers, tourism representatives, and in-company trainers.

Estimated time: 120 minutes

Objectives: The objectives of this module are:

- Be able to implement HR Digitalisation to your company.
- Learn about different tools for HR Digitalisation

Learning outcomes: By the end of this Bitesize the participants will:

- Demonstrate understanding of HR digitalisation and can distinguish its advantages and disadvantages
- Gain insight on the different tools that aids in HR digitalisation
- Reflect on the challenges of HR digitalisation
- Get inspired by the best practices of HR digitalisation

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1. Introduction

The module HR Digitalisation aims to provide knowledge on the topic which would allow the target group(s) to demonstrate their understanding and be more comfortable with the idea of automating their HR processes. This module will try to spark some interest in these target groups to apply HR digitalisation to their company.

Digital transformation is a process and an outcome. It is a revolutionary change but also an evolutionary phenomenon. In addition to digitization, the transition to business with technology at its centre also entails a shift in the culture and mindset of an organisation.

(Lalwani, 2020)

1.1 Definition of HR digitalisation

HR digitalisation is defined as the process of transformation of traditional HR processes using the latest technology. Cloud and software as a service (SaaS) is used to automate HR processes and workflows. (What is digitalisation in HR?, 2021) It is meant to improve employee experience and with that organisational success by transforming a paper-based, reactive, and time-consuming HR into a digital-first, mobile and optimized one. (Daniel, 2018) Using tools like pulse surveys and eNPS, it makes use of lightweight technology to promote an emphasis on agile transformation. Digital HR makes the most of social media by using it for social media recruiting and, when suitable, integrating it into learning initiatives. Additionally, it embraces the consumerization of HR and reimagines HR self-service for employees as a real user-friendly experience. (Daniel, 2018) This process is revolutionising the industry as it streamlines the process and allows the HR department to focus more on their people. Jeff Mike from Bersin by Deloitte said, “Digital HR should also align culture, talent, structure and processes to balance efficiency and innovation, as well as to sustain a measurable impact on the greater organisation as it continuously transforms.” (Mike, 2016) Digital HR aims to improve employee engagement and retention and measurably augmenting the success of an organisation by continually transforming in an agile way. (Daniel, 2018)

1.2 Importance of HR digitalisation

Digital HR encompasses more than just technology HR transformation. It shows a proactive approach to aligning all of the functions and goals of HR with business goals and collaborating with other stakeholders to establish how to do so because one of the most crucial purposes of digital HR is to take a strategic approach to HR. (Daniel, 2018)

1.3 Advantages of HR digitalisation

Reducing costs – Compared to manual, paper-intensive, traditional methods, digital solutions are far more cost-effective. Also, they eliminate pointless meetings, saving both the business and the staff members time and money.

Improving efficiency – By enhancing decision-making capabilities, forecasting capabilities, visibility into operations and productivity, reducing pointless meetings, decreasing paperwork/paper trails, etc., digital HR solutions help to maximise employee productivity, enabling you to complete more work in less time without sacrificing quality or accuracy. (Team, 2022) It also enhances HR procedures by utilising analytics to identify processes that are and are not in line with HR strategy. (Daniel, 2018) Duplicate HR systems can be streamlined to make all processes more efficient.

Increasing employee satisfaction and productivity – Because employees have more control over their schedules, workloads, etc., they feel more empowered because of the introduction of new technology into their daily life, which increases job satisfaction. (Team, 2022) Employees do not want to quit a business where they feel valued, this boosts employee morale, which results in better retention rates. By automating repetitive operations, digital solutions boost employee productivity by enabling workers to complete their jobs more rapidly. Also, they let people plan their workloads and schedule meetings with co-workers, clients, etc. more efficiently.

Improving quality of data – The amount of time spent on administrative chores will decrease as your staff become more accustomed to utilising technology and are more likely to input accurate data into their systems, which will increase the accuracy of reporting, forecasting and other processes. (Team, 2022) Employees can spend more time doing what they do best and less time on non-value-adding duties like data entry with the help of new technologies. Having projects launched promptly and iterated will reduce the change of widespread failures of methods and technology that can't be easily modified. (Daniel, 2018)

Higher talent retention – Individuals want to grow in the professions, and when businesses demonstrate that they care about employees' careers, exceptional employees are more likely to stay with the company longer, lowering recruitment expenses.

Stronger alignment between company strategy and people management – Business can better align themselves with the company strategy with the help of business intelligence tools like workforce planning and people data.

Lower HR costs – Organisations who have engaged in digitising HR (through systems like cloud HCM and talent management (Daniel, 2018)) over the long term save a lot of time and money as processes are streamlined and improved (Spencer, n.d.). Having visibility across your whole workforce also allows you to boost internal mobility while spending less on external hiring.

Consolidates HR systems – Consolidating entails a unified source of truth and a consistent user interface. Employees are more likely to engage and finish activities without jumping between programs or being perplexed by functionality if there is a single platform for all their HR needs (Spencer, n.d.).

1.4 Disadvantages of HR digitalisation

Privacy Breach – The increased danger of privacy violations is one of the main drawbacks of automating HR activities. (Faber, 2017) The privacy of employees in a company's database is protected by numerous laws and other regulations. But, if hackers or a third-party gain access to the database, it might seriously reveal the personal information of your employees. A password by itself cannot ensure the security of their data because technically skilled people can quickly get around it. To protect the data, the database should be protected both internally and externally.

Wrong Employee Assessment – Employee evaluations can benefit greatly and effectively from automated HR operations. The automated systems rely on a variety of data, such as performance ratings, abilities, and skills. Yet, this automation takes the human element out of the evaluation. (Faber, 2017) An automated system may record high marks for marketing efforts, sales and new accounts but fails to record an employee's tendency to treat customers in an unfavourable manner.

Loss of subjectivity – Managers may be tempted to promote employees based on the unbiased data the system provides because HR management systems do such an excellent job of showcasing employee accomplishments, certifications, and degrees. (Johnston, 2019) This can deter managers from spending the time to assess each employee's potential contribution to the business by getting to know them personally. The fact is that a computer can only provide you quantifiable information that isn't necessarily accurate. In actuality, using automated employee assessments alone might result in impersonal performance appraisals that fail to recognise an

employee's positive attitude and collaborative style, which are essential components of a successful work environment. (Johnston, 2019)

Difficulty of analysis – The system may have so much data that it is challenging to analyse. (Johnston, 2019) To simply sort the data into understandable chunks, you might require a different analysis system. For instance, if the system is not complex enough and you need to analyse employee turnover in connection to the level of remuneration, you can have trouble producing reports that show patterns. This would require the help of cutting-edge tools not included in your HR management system, which would incur additional costs.

2. Phases of HR digitalisation

Efficiency



In order to efficiently manage HR processes, businesses invest in and develop technology platforms, frequently through pre-existing HR technology providers. Automated shared services on already existing siloed HR platforms will make administrative work more efficient. (Ulrich, 2019) To replace human labour, streamline procedures, and increase effectiveness, AI-powered robots and chatbots can be used.

Innovation

Discovering innovative approaches to use technological applications to improve management of people, performance evaluation, communication effectiveness and work attribution. (Ulrich, 2019)



Information



For the benefit of business, information is shared. Data is available, internal, and external data are merged and people analytics are used to generate business relevant insights. Mostly connected to information management, particularly asymmetry. Organisations should use technical resources at this point to promote open access among people, including executives and entry-level workers alike. Information should not be viewed as a power source, but rather as a tool for making better decisions. (Ulrich, 2019)

Connection

The use of digital HR helps people connect with one another. Technology fosters a better sense of belonging through leveraging social networks, fostering interpersonal experiences, and facilitating interactions. (Ulrich, 2019)



Connection is also characterized as a worker's emotional connection. According to research, employees who have

deep emotional connections will be happier and more productive as a whole, which benefits the firm as a whole. Also, some technologies are employed to promote employee connection. The pivotal moment is the connection. The effectiveness of the first three phases is shared. The phase of connection involves a distinct narrative. From this point forward, the primary focus of your digital HR function should switch from operational efficiency to stakeholder experience to gain an advantage in upcoming talent battles.

The digital revolution is undoubtedly here to stay, but it won't be as unique as people initially thought. Future HR digital transformation initiatives should focus on developing a new attitude and utilizing digital tools to improve stakeholder experiences rather than on digitising HR functions. The "HR in 2030" paper from Sage offers a wealth of information on the significance of the employee experience for HR success in the future (Penny, 2021). Employee centricity and the employee experience will be a significant priority by 2030, according to Lind Holbeche, co-director of The Holbeche Partnership, with emphasis on how we can interact as a business without employees and how we can give them a voice.

In three different ways, connection underpins and assesses stakeholder experience. First, it helps employees combat social isolation, which is a major problem in today's workplace. Eliminating social isolation in the workplace promotes personal and mental stability. Second, it fosters meaningful connection between stakeholders, which raises engagement. Thirdly, it fosters a feeling of community which can motivate staff members and other stakeholders to discover new ways to add value. (Inc., 2022)

An organisation's performance can be future proofed by improving stakeholder experience because doing so optimizes operational efficiency and revolutionizes cohesion, allowing your organisation to shift from being irredeemable or irresistible. (Inc., 2022) The future HR department should create digital solutions to fulfil its job as a stakeholder experience architect rather than simply finding digital technologies to automate management tasks and streamline operational processes.

3. Tools

3.1 Internal Social Networks



Enterprise social networking, or ESN, is the process through which businesses use social media, social networking, and other related technologies to connect their employees, business processes and other internal activities. (Duncan, 2023)

ESNs frequently share the characteristics with social media platforms that employees use on a daily basis. The main distinction is that only employees of an organisation have access to and availability of an ESN. They were developed with the needs of enterprises in mind, delivering safe and seamless employee communications.

Slack

Slack is a communications software that consolidates all of its channels into one easily accessible location. In addition to allowing file sharing and archiving entirely within the platform, it allows real-time messaging as well as phone, video, and chat calls. Slack is very configurable and flexible because it can be combined with more than 1500 other business applications.

Slacks interface looks more like a chatroom rather than a regular social media platform. Slack offers a free version but by upgrading it to a paid plan, more advanced features can be unlocked.

Link: <https://slack.com/>

Yammer

Yammer has been a feature of Microsoft team environments for a while. It offers a variety of ways for companies to improve internal communication, as well as chances for teamwork, including in document development. Yammer is accessible on mobile devices and is simple to integrate with other systems.

Link: <https://www.microsoft.com/en-us/microsoft-365/yammer/yammer-overview>

Jive

Jive comes with communication tools intended to boost output and staff engagement. This comprises messaging , groups, a newsfeed, video conferencing, gamification, polls, and instruction. Each team inside an organisation can have access to different channels and areas so they can access their own news and information.

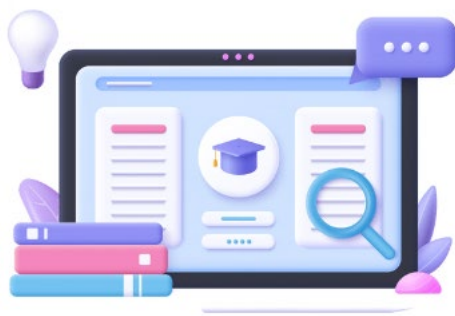
Link: <https://www.jivesoftware.com/>

Workplace by Meta

Workplace by Meta is a private social network for businesses that shares features like the ability to create and join groups, post news and plan events with the [public via Facebook social media platform. The software can be used by businesses as a central centre for messaging and information sharing between management and employees.

Link: <https://www.workplace.com/>

3.2 E-learning Platforms



An electronic learning platform is a cohesive group of interactive online services that offer information, tools and resources that offer information, tools, and resources to teachers, students and other people involved in education in order to assist and improve the management and delivery of education. (What

is an eLearning Platform and How Do I Choose One?, 2023)

There are several eLearning businesses that provide online learning environments. You can host and sell online courses on some of these virtual learning environment platforms, giving you the opportunity to start your own business. Some platforms merely provide a user interface for users to interact with your material, but they might not be the most appropriate choice for your target market.

These learning platforms can be part of HR digitalization by offering your employees ways to gain more knowledge and gain skills.

Coursera

The courses on Coursera are created, supported, and published by famous universities from across the globe. These classes are intended for students who want access to university materials and resources without having to pay the expensive costs that are typically included with attending college.

This online learning platform is a great resource for acquiring new information or even supplementing your previous knowledge, even though it cannot yet fully replace traditional college courses. Individual courses and learning paths are available through Coursera, and enrolment is typically cost-free. At a price, certified professional certificates are offered.

Link: <https://www.coursera.org/>

Khan Academy

With its brief courses, Khan Academy caters to a wide spectrum of students and increases their interest in practice exercises. The activities are modified based on each learner's skill level and performance is regularly monitored by the instructors. The good news for kids is that Khan Academy offers courses in 20 different languages and both students and teachers can access them for free.

Link: <https://www.khanacademy.org/>

Udemy

Software development, finance, business, even health, art and personal development are just a few of the areas covered on Udemy. The quality does tend to vary with each class because anyone who is willing to put in the time to prepare the material can create the content there. Yet, the website has a complete virtual classroom system design which makes it very simple for students to communicate with their teacher and other students and receive any help they might need.

One of the top online learning platforms for business, developing general skills or testing eLearning in general is this one. Individual course enrolment is available for as little as \$11.99. No registration is required, and free tutorials are available.

Link: <https://www.udemy.com/>

SkillShare

In comparison to its competitors, Skillshare is a distinctive online learning platform since it relies on the community to support both the learning and teaching parts of education. Skillshare ensures that practically all passions are addressed by offering a wide range of lessons in subjects including business, web development, creativity and culinary.

The fact that all of the content is organised into bite-sized content is one of this online learning platform's strongest characteristics because it helps to partly mitigate the problem of monotony that students in classes frequently complain about.

Even though this is an all-inclusive service, the yearly cost is fairly reasonable and starts at just \$99. This is one of the top online learning environments available if you want to expand your creative skill set. There is a trial period that is free to use.

Link: <https://www.skillshare.com/en/>

LinkedIn Learning

Self-paced learning is approached differently by LinkedIn Learning, which prefers to have business experts run courses on its platform. Also, they are targeted at students who wish to quickly acquire a working knowledge of a certain skill, and are comparatively shorter courses.

They provide a wide range of courses in many different disciplines including web development, programming, business, photography, and design. Those who want to change occupations or start new ones can also enrol in learning routes that include a variety of classes and programs.

The beginning monthly costs for this top online learning platform's subscription service is €26.00. You can attend as many classes as you like. It is possible to buy individual courses, albeit doing so would cost extra.

Link: <https://www.linkedin.com/learning/>

3.3 Payroll Management Platforms



Employes

Employes software allows you to do payroll processing entirely by yourself. The system is entirely user-friendly. You can easily create employees or draw up employment contracts. Moreover, you are notified when a contract expires or when it is almost time to pay payroll tax to the tax authorities. Creating pay slips and annual statements, for example, is easy.

Link: <https://employes.nl/>

FactorialHR

By integrating human management processes like time control, clocking in, holiday and absence management, payroll incidents, the hiring process, onboarding new hires, cost control and internal communication, among others, Factorial is a human resources software designed to help businesses go digital.

Link: <https://factorialhr.com/>

CuteHR

The HRMS program CuteHR has sophisticated payroll management tools. According to the terms of the business agreement you have with your employees, it is made to manage the payroll for your employees. Users can complete several tasks on a single dashboard thanks to CuteHR features.

Link: <https://www.cutehr.io/>

4. Implementation of HR Digitalisation

1. Establish a clear goal.

Establishing a clearly defined goal that makes sense from a business perspective is important. This objective will typically be to address a problem that affects employees. That is why, the employee as an end user should always be the main focus of any HR transformation project. It is also the reason why you should let your staff try out any new technology before implementing it.

2. Get everyone on board.

This refers to all parties involved, including staff members, executives, and everyone in between. You need all the help you can get to make a digital HR transformation successful because it will have an impact on the entire organisation.

3. Don't over complicate things.

Always start simple and small. Consider the HR processes that could benefit from a digital upgrade (preselection & recruitment, onboarding and in boarding, learning and development, payroll management and so on). Have a discussion about this with your staff and the C-suite. What do they believe should be a priority?

4. Prioritise ideas.

There will surely result in a ton of ideas. Put them in order of importance and effort. The first refers to the effects that digitalizing ideas would have on businesses and the second refers to the time and resources needed to make those ideas digital in the first place. Start with the concepts that will have a big impact with little work. They'll get you started quickly and assist you in developing the business case for digital HR.

5. Assess performance.

It is nice to experiment with and use digital technology, but it doesn't make much business sense if we don't consider the outcomes. As a result, we must evaluate seriously what works and what doesn't. After all, solving real issues with technology solutions that actually do so is the only way for humanity to advance.

6. Culture is important.

For an HR change, digital technology is insufficient on its own. Even if a complete organisation underwent a digital revolution. It has to do with everyone's attitude just as much, if not more. And the culture of your business is directly related to that. A

digital mindset, in the fullest sense of the word, is crucial for a successful transformation, from the new employees you hire up to C-level.

5. Challenges

Poor procurement process – Numerous factors need to be taken into account (such as how a vendor will be screened, how a vendor will be chosen, and is the vendor within budget). During the purchasing process, the relationship between internal HR parties and the procurement department needs to be extremely strong and open. The likelihood of success at this crucial stage will be lower if the two parties are unable to communicate effectively. (Borzee, 2022)

IT is not involved from the start – Starting the process without involving IT is like building a house without consulting a surveyor. The majority of today's cloud-based technology will raise challenging issues with data processing and system integration. Providing IT enough access to information and some decision-making authority during the scoping stage can prevent costly technological failure and expensive implementation delays. (Borzee, 2022)

The one-size-fits-all approach – Like any product, it will probably fail if it doesn't offer value or a fix for a particular issue (Borzee, 2022). HR technology must be built using human-centred design principles in order to guarantee that it can accomplish that purpose.

Too much HR jargon – It makes sense that HR will concentrate on the tools and technologies they are familiar with while putting up the HR technology (Borzee, 2022). Also, HR wants to consider whether their focus is on desired processes or business objectives. The best course of action is to steer clear of difficulties and keep an eye on them. Simplifying can be a difficult task for HR professionals, but the goal is to distinguish between complexity and complicated.

Poor user experience – User's desire solutions that are simple, quick, and easy to use, in essence, they are looking for a straightforward solution. (Hirey, 2021) Users typically reject complex solutions that require them to complete numerous tasks before providing what they need. A bad user experience is a major factor in the failure of digital efforts.

Success measures are not visible – Like any other technology project, HR systems need to be assessed to see how they are helping users be more productive and benefit the company. While most solutions talk a big game, they lack the ability to quantify

their impact on the user and the business and to demonstrate their efficacy. As a result, people become discouraged, and the project ultimately fails (Hirey, 2021).

6. Best Practices

Anchor Trust

The Anchor Group, the largest non-profit housing association in the UK wants to improve the hiring procedure while giving candidates the greatest experience possible. The business decided to begin utilising custom recruitment strategies. They can screen candidates and have direct conversations with them using Facebook Messenger chatbot with questions built in. But the initiative went beyond technology. In order to direct users to the chatbot, it was also necessary to develop focused social media advertising. The business was able to determine which messages will resonate with their target demographic the best thanks to Facebook's analytics tool.

Since Anchor Trust introduced their chatbot, their hiring procedure has advanced in the following ways:

- The conversation rate for the chatbot is above 27%, compared to the "traditional" recruitment process (applying by uploading a CV to a website), which had a conversion rate of 2.04%.
- Using the chatbot has reduced the average cost per applicant for past recruitments from 51 GBP to 18 GBP.
- There are now 82% more candidates per month on average.

Deloitte

Deloitte is a good example of how gamification can be used to improve an already existing digital process and environment. Deloitte intended to utilise its Deloitte Leadership Academy training program more frequently (DLA). Not an easy undertaking considering that when people have free time, training is frequently the last thing on their minds. Gamification, or the use of game features like enjoyment, play, design, and competition in a real-world, non-gaming context, was the answer. Deloitte was able to engage its users by integrating missions, badges and leader boards into a user-friendly platform with video lectures, in-depth courses, tests, and quizzes. Results show an increase of no less than 37% in the number of users returning to the DLA site every week.

Global Energy Firm

An energy firm with a global presence was struggling with a serious digital divide between its internal and external operations. For instance, their learning materials and compliance training were utterly outdated, and worthless. The problem was addressed creatively by the company's Interim HR Change and Innovation Director using gamification. This led to the creation of a new training software that allows staff members to earn badges, and achieve high marks that are visible to all staff members. If the training is not finished with a certain amount of time, the percentage completion is noted, and email access is restricted. This approach showed impressive results where it ensures an almost 100% uptake on the test and Compliance training was completed in 3 months instead of 9.

Grolsch

It can be difficult to communicate about advantages and working conditions at the international beer brewer Grolsch. It's challenging to keep up with all the changes and individual preferences when there are over 650 employees. And that is precisely why they desired a change. A more effective, environmentally friendly approach that would provide workers with better understanding of their working conditions and perks. This involved the company's employment policies being digitalized and placed in a system that displays each employee's unique circumstances and benefits whenever they register for a change. MyBenefits is a digital HR system designed to meet the needs of the modern's working era without adding to the administrative burden. Grolsch is now using the technology to collect information about its employees' working circumstances. An employee satisfaction survey conducted by the business revealed an increase in contentment from a 6.8 (out of 20) rating for the previous, paper-based system to an 8.2 rating for MyBenefits.

KPMG

The goal at KPMG Belgium was to enhance employee onboarding. There was no pre-boarding procedure in place at the company for the new employees. This occasionally extended the time between when they signed the contract and their first day at work, especially for recent graduates. KPMG made the decision to deploy an integrated and secure onboarding software solution to address this problem and establish a structured approach. Now, the onboarding process for the business begins as soon as the contract is signed. The app provides new hires with all the practical information they require before their first day, including contract information for their new co-workers.

7. Reading materials

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