

SaaS HR을 통한 인사 전략 트렌드

HR Lab 2023. 06.

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인사 전략 트렌드

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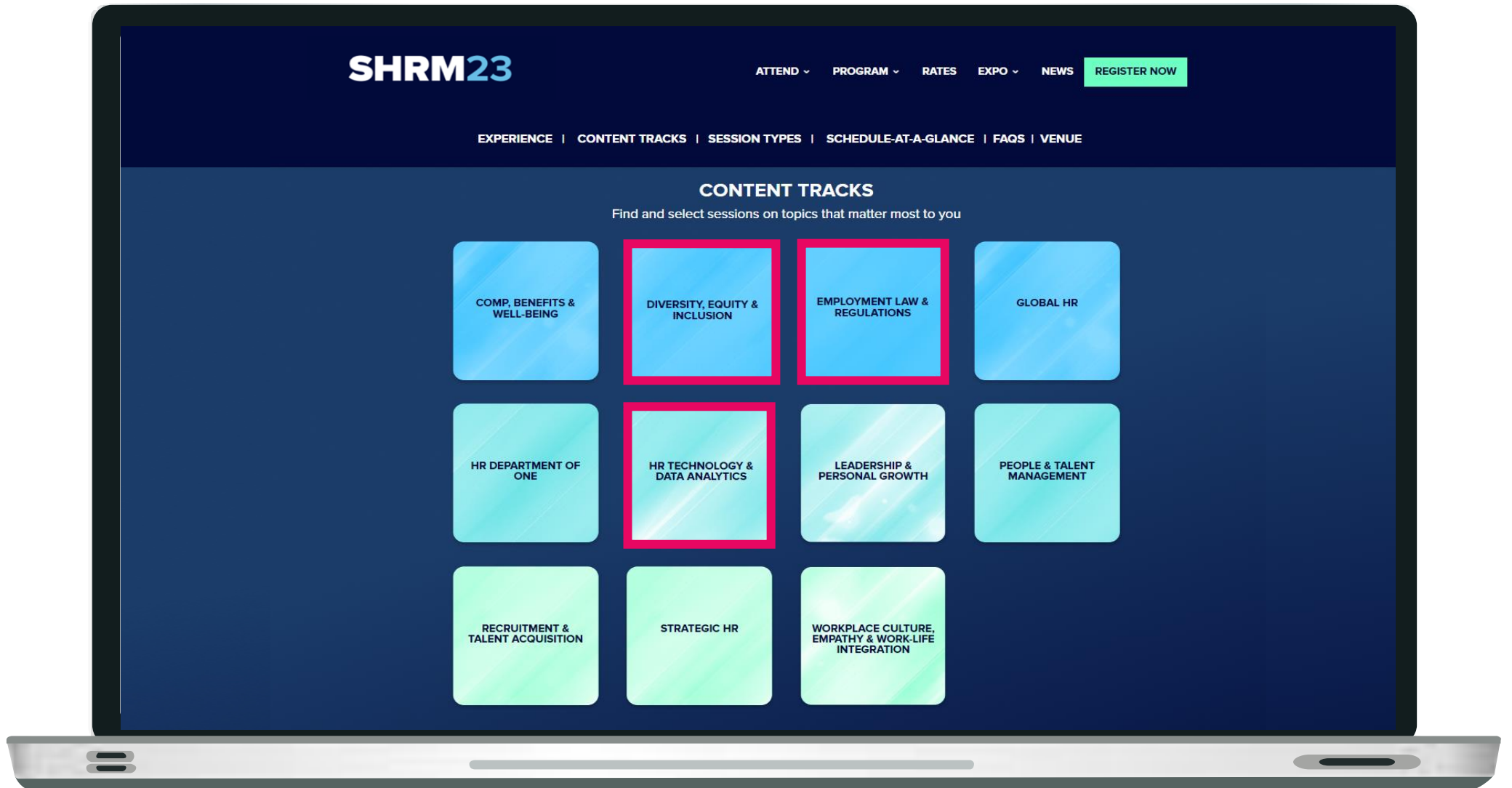
세계 최대 규모의 HR 컨퍼런스 **SHRM**

작년, Leader들의 많은 관심을 받았던 IBM의 인사관리 이론 **HR 3.0**

● The evolution of Human Resources

	Industrial HR 1.0	> Internet HR 2.0	> Digital HR 3.0
Key Focus	Compliance Administration design Programs and jobs	Process excellence Standardization Self-service Shared services	Employee experience Cognitive Personalized Transparent
Organization	Functions, Service Centers, HR Partners Geographic	COEs, Shared Services, HR Business Partners Mostly globally standardized	Offering Managers Intelligent Chatbots Pop up squads HR Business Partners
Design Driven By	Best practice benchmarking	Process experts	Design thinking with users
Decisions driven by	intuition	Analytics with historical HR data	Actionable insights with predictive AI and rich external/internal data
Key area of measurement	Job evaluation Performance assessment Attrition rates Employee satisfaction	Headcount Competencies Diversity representation Efficiency metrics Employee engagement	Critical Skills Leadership pipeline diversity Inclusion Attrition rate NPS(Net Promoter Score), Pulse surveys

※ HR 3.0. Image courtesy of IBM study



U.S.

The New York Times

Google Agrees to Pay \$118 Million to Settle Pay Discrimination Case

The tech giant admitted no wrongdoing as it resolved four women's claims of widespread pay biases. The company will also allow an outside monitor to review its practices.



The settlement, which must be approved by a judge, covers about 15,500 women employed in California by Google with more than 200 job titles since September 2013. Jeff Chiu/Associated Press

By Nico Grant
June 12, 2022

U.S.

REUTERS®

Goldman Sachs to pay \$215 mln to end gender bias lawsuit

By Saeed Azhar and Jonathan Stempel



The logo for Goldman Sachs is seen on the trading floor at the New York Stock Exchange (NYSE) in New York City, New York, U.S., November 17, 2021. REUTERS/Andrew Kelly/File Photo

3 minute read · May 10, 2023 7:11 AM GMT+9 · Last Updated 6 days ago

U.S.

What Is Pay Transparency and Which States Require It? 2023

Eight states and six local areas have pay transparency laws.



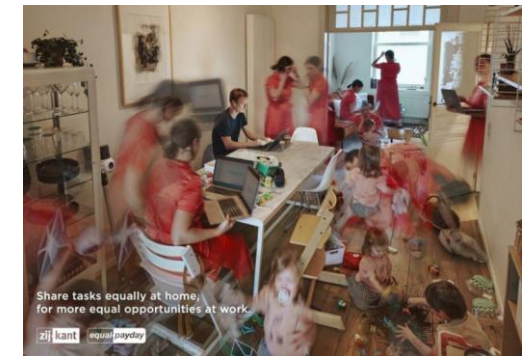
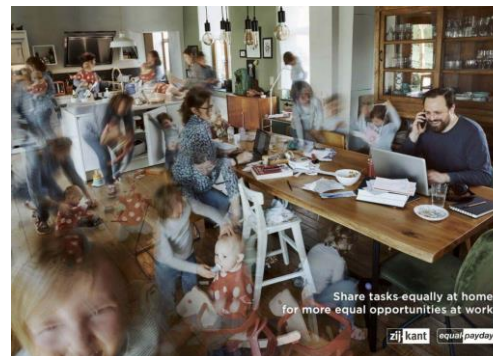
By Anna Helhoski

Published Apr 5, 2023 6:04 a.m. PDT

Despite the fact that pay transparency is not yet required in the overwhelming majority of states, employers are seeing it as a trend. Society of Human Resource Management data released on **Equal Pay Day, March 14, 2023**, shows that, among more than 1,300 human resources professionals surveyed, **42% of their organizations or more operate in a location** that requires job postings to include pay ranges.

Belgium

Share tasks equally at home Equal Pay Day 2021





05.02.2023

The Expansion of Pay Transparency Laws: A Growing Trend That Requires Employers' Attention

Overview and Scope of New Pay Transparency Laws

In an effort to address pay inequality, there is a growing state law trend.....

Currently, **eight states (California, Colorado, Connecticut, Maryland, Nevada, New York, Rhode Island and Washington)**—not to mention multiple municipalities—have pay transparency laws with respect to job applicants. It is expected that **Massachusetts, New Jersey, and South Carolina**, at a minimum, may pass their own pay transparency laws later this year.

KNOW YOUR RIGHTS Pay Transparency

OFCCP Makes it Safe for People to Ask About, Discuss, and Disclose Their Pay

1. What is employment discrimination based on inquiring about, discussing or disclosing my pay, or decreasing an employee's pay?

This is because he asked his coworkers rates of overtime pay.

2. What are my rights?

Under Executive Order 11246, you have the right to inquire about, discuss, or disclose your own pay or that of other employees or applicants. You cannot be disciplined, harassed, demoted, terminated, denied employment, or otherwise discriminated against because you exercised this right. However, this right is subject to certain limited exceptions.

3. Are contractors prohibited from having formal and informal pay secrecy policies?

Yes. Contractors are generally prohibited from having policies that prohibit or tend to restrict employees or job applicants from discussing or disclosing their pay or the pay of others. For example, a contractor's policy that prohibits employees from talking to each other about year bonuses would be considered a violation if it prohibits employees from discussing their compensation.

4. What is considered pay?

Pay generally refers to any payments made to an employee, or on behalf of an employee, or offered to an applicant. This includes but is not limited to salary, wages, overtime pay, shift differentials, bonuses, commissions, vacation and holiday pay, allowances, insurance and other benefits, stock options and awards, profit sharing, and retirement.

Does the protection include employer defenses or exceptions?

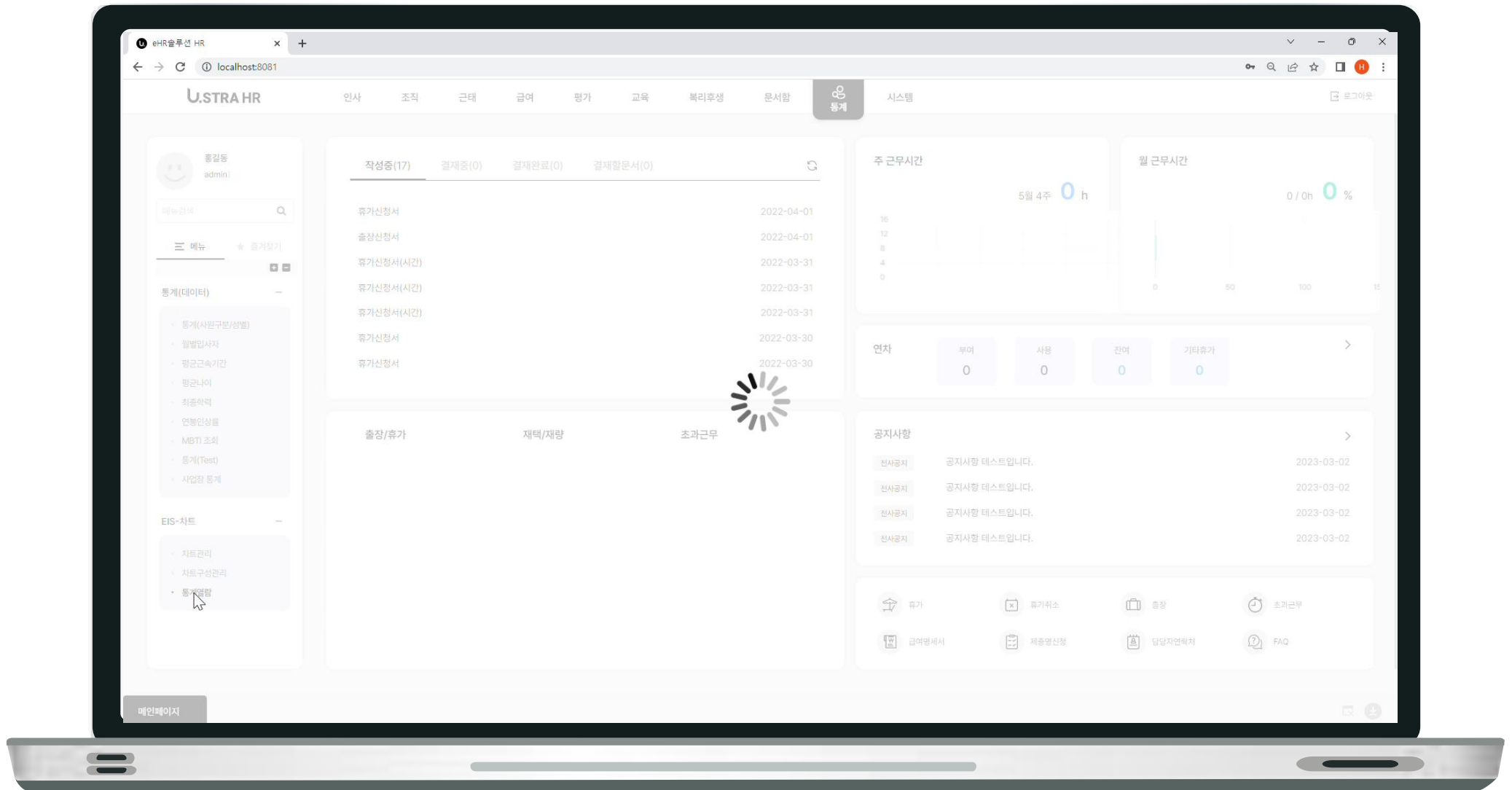
The Executive Order provides employers with two ways to justify or defend actions taken that might otherwise be discriminatory and prohibited: "essential job functions" defense, and "workplace rule" defense.

What are "essential job functions" under the Executive Order?

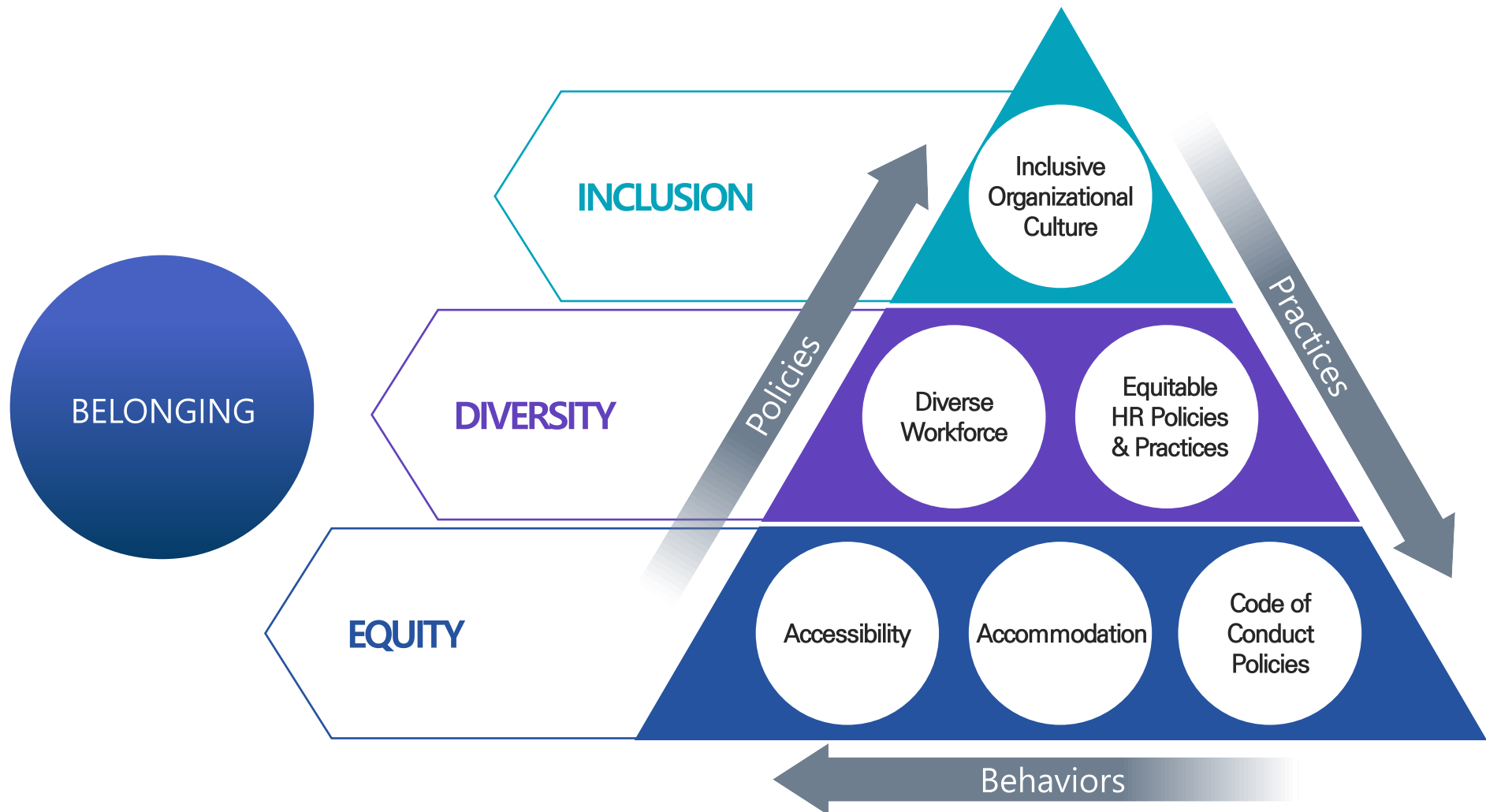
"Essential job functions" are the fundamental job duties of an individual employee in a particular position. An individual employee's function may be considered essential if:

- The amount of pay provided to employees or offered to applicants, salary structures and market studies related pay and policies related to setting or changing employee pay are necessary in order to perform that function or another routinely assigned business task; or
- The function or duties of the position include protecting and maintaining the privacy of employee personnel records, including amounts and types of pay provided to employees, salary structures, market studies related to pay, and policies related to setting or changing an employees pay.





Inclusion Across Employee Life Cycle



다양성과 포용

SAMSUNG



‘인재제일’ 경영철학을 바탕으로 인권, 다양성, 포용의 가치를 존중하며, 경영활동에 반영될 수 있도록 실천하고 있습니다.

D&I Council 운영 사례 (미국/인도)

삼성전자 미국 법인은 다양한 직무의 임원들로 구성된 Executive Inclusion Council을 2020년에 신설하여, 다양성과 포용과 관련한 광범위한 대내외 이슈를 협의하는 채널로 활용 중입니다. 또한, 인도 법인은 다양한 직무와 연령, 성별로 구성된 D&I Council을 2021년에 신설하여, 법인 대내외에서 발생한 D&I 이슈를 논의하고 발전적인 방향으로 의사 결정을 이끌어 내는 데 기여하고 있습니다.

Equal Pay Policy

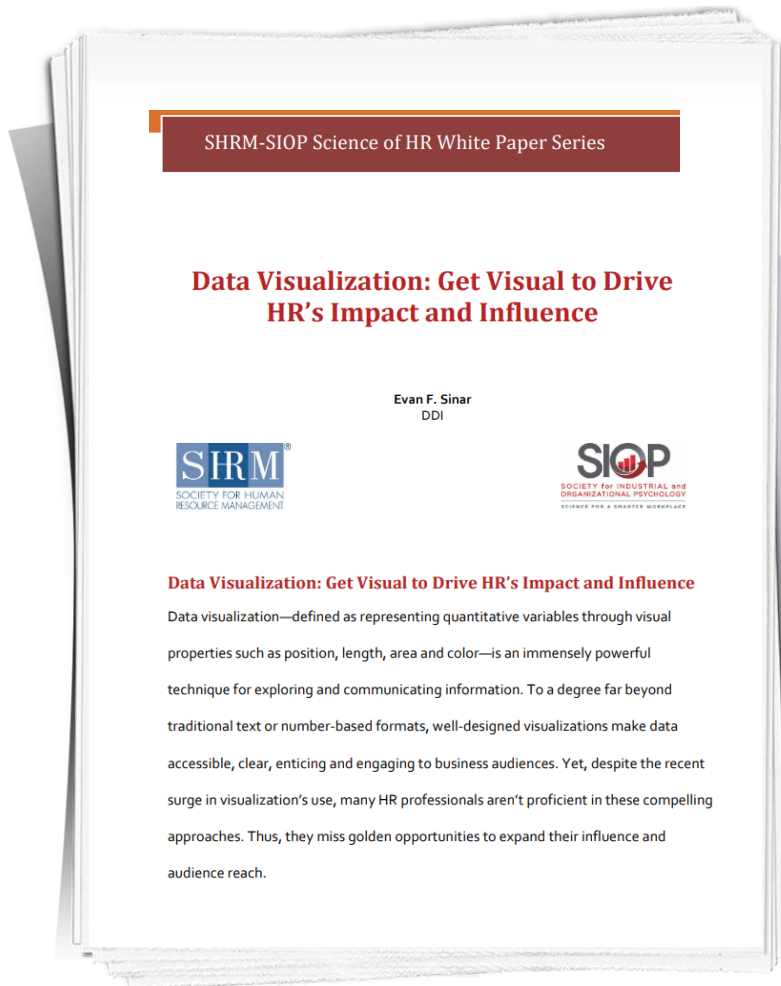
삼성전자는 국제노동기구 (ILO) 동등보수 협약 (제 100호)에 따라 비슷한 경험과 성과를 기반으로 유사한 업무에 종사하는 임직원에게 성별에 관계 없이 동일한 수준의 임금을 제공하기 위해 노력합니다.

이러한 노력의 결과, 삼성전자의 **국내 성별 임금 격차 (Gender Pay Gap)는 2019년 대비 2021년 3.1%p 개선되었습니다.**

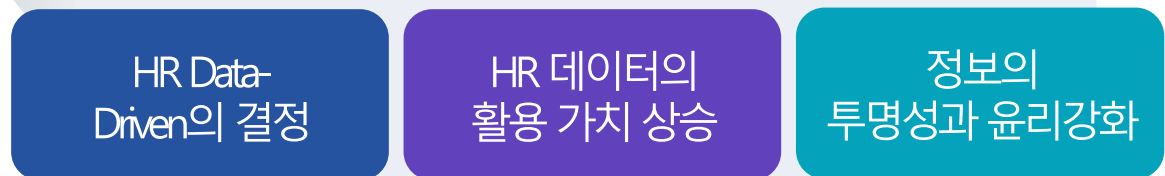
커리어 레벨 별 남성 대비 여성의 보상 비율 (2021년, 국내)

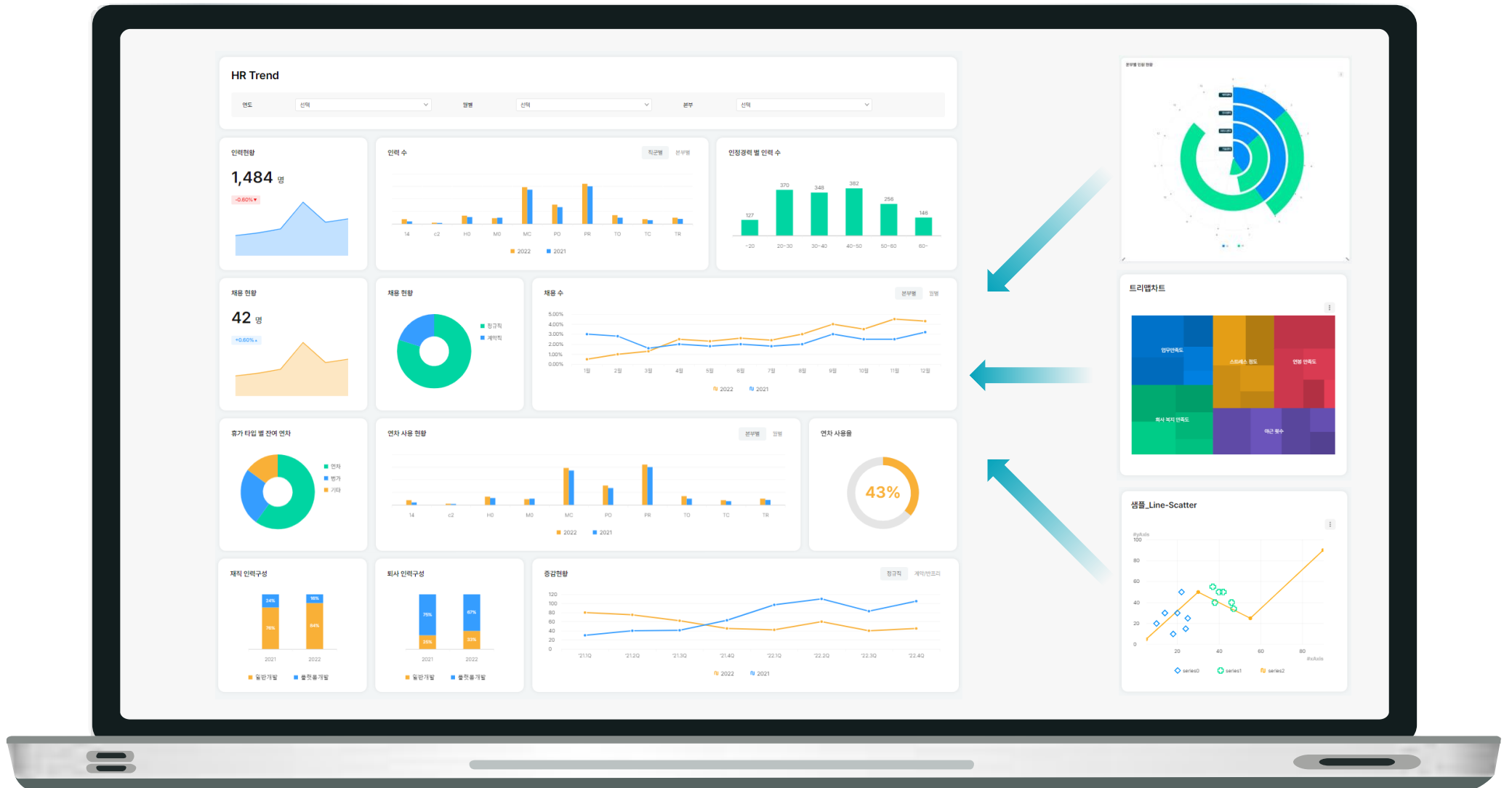
CL1	CL2	CL3	CL4	임원
107%	100%	100%	99%	101%

출처: 삼성전자 지속가능경영보고서 2022



Copyright 2018 Society for Human Resource Management and Society for Industrial and Organizational Psychology



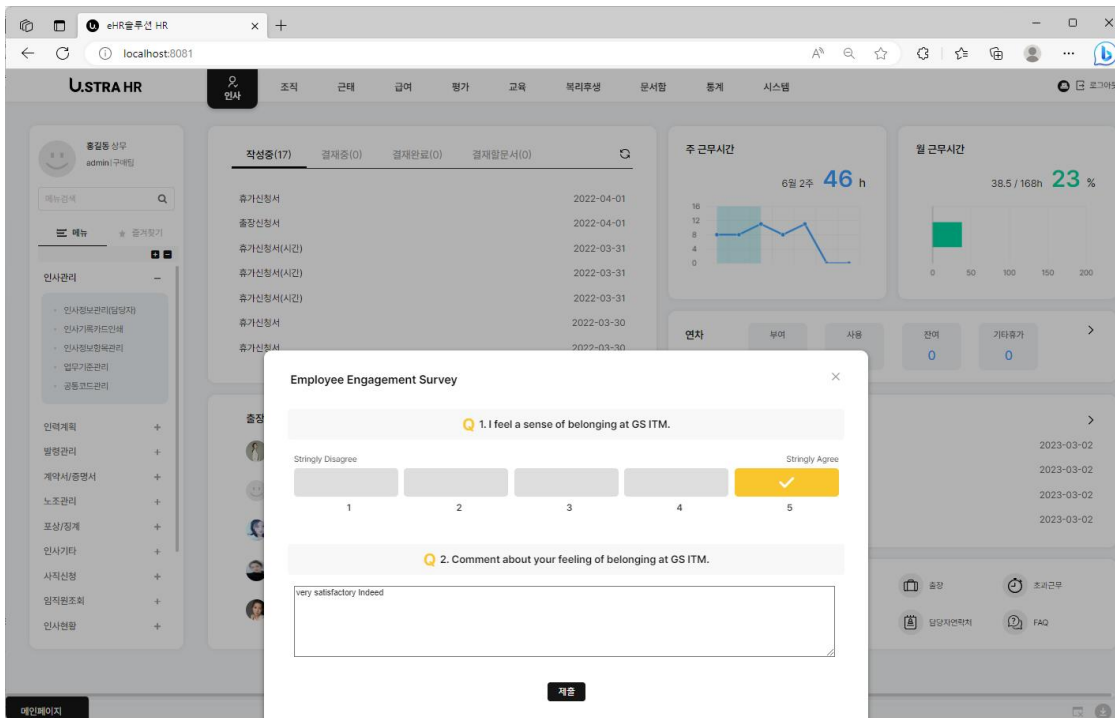


조직 몰입도 조사를 위한 Survey

Pulse Survey	Employee Engagement Survey
Gives you a real time employee data	Gives you a dated data
Has around 10 questions or less	May have 40-50 questions
Focuses on a targeted set of questions	Focuses on employee touch points in the entire year
Feedback can be analysed Quickly	Feedback takes longer to analyse due to vast data sets

짧은 질문과 빠른 피드백을 바탕으로 한 Pulse Survey는 기존의 직원 몰입도 진단의 한계를 극복해주고 있다.



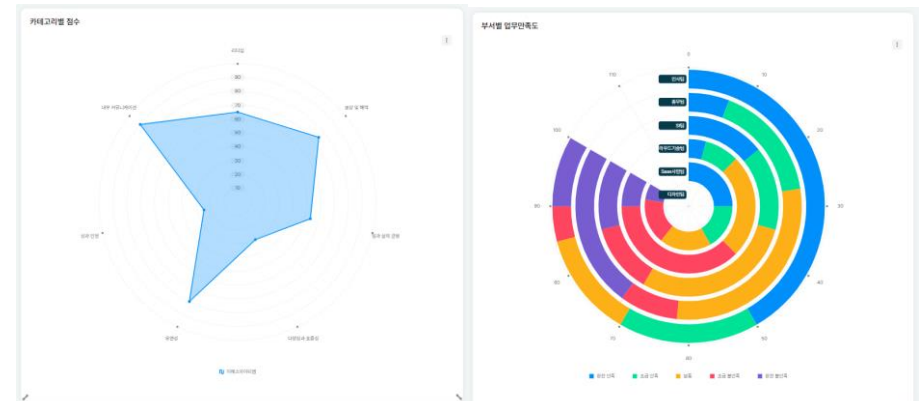
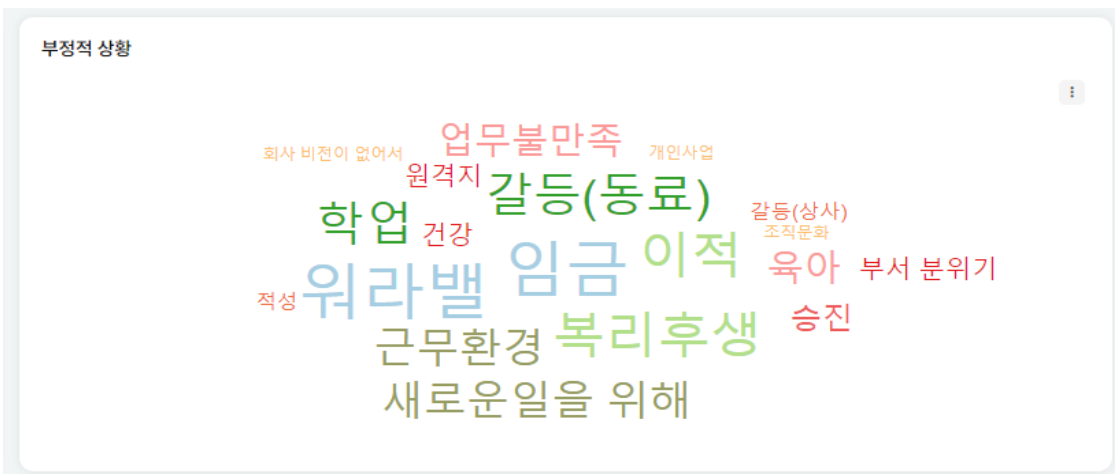


The screenshot shows the U.STRAHR HR system interface. A pop-up window titled "Employee Engagement Survey" is displayed over the main dashboard. The survey contains two questions:

Q 1. I feel a sense of belonging at GS ITM.

Q 2. Comment about your feeling of belonging at GS ITM.

The survey interface includes a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree) and a text input field for comments. The background dashboard shows various HR metrics and a list of leave requests.

An infographic titled "부정적 상황" (Negative Situation) featuring various workplace-related terms in a colorful, stylized font:

- 회사 비전이 없어서 (Without company vision)
- 업무불만족 (Job dissatisfaction)
- 개인사업 (Personal business)
- 원격지 (Remote location)
- 갈등(동료) (Conflict with colleagues)
- 갈등(상사) (Conflict with superiors)
- 학업 (Study)
- 건강 (Health)
- 조직문화 (Organizational culture)
- 적성 (Suitability)
- 워라밸 (Work-life balance)
- 임금 (Salary)
- 이직 (Job change)
- 육아 (Childcare)
- 부서 분위기 (Department atmosphere)
- 근무환경 (Work environment)
- 복리후생 (Benefits)
- 승진 (Promotion)
- 새로운일을 위해 (For new work)



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3. AI ChatBot
4. GPT

98%

HR professionals report feeling burned out

82%

of US worker say it's important that their company has purpose

81%

of workers believe automation can create more meaningful work

01

A Focus on Total Wellbeing

HR will help organizations tackle The looming burnout crisis.

02

Creating Purpose-Driven Organizations

Offering work with meaning is integral for Retaining attracting & engaging talent.

03

Inclusion Across the Employee Lifecycle

To develop, promote & retain diverse talent HR will review the entire employee life cycle.

04

Increased Investments Inn Deskless Workers

To boost retention, HR must understand What deskless workers need and want.

05

Reshaping Workplace Learning

To close skills gaps, HR needs to reinvent old learning approaches.

06

Redefining Remote & Hybrid Work Strategies

By creating future-proof remote work policies, HR can help organizations remain competitive

07

Managing workforce Ecosystems

Expending HR's scope to include the contingent workforce creates a better work experience for all.

08

HR Enters the Metaverse

The metaverse can help HR create productive, collaborative, & creative workplaces.

09

The Rise of Algorithmic HR

Using technology to help reduce bias, augment Decision-making, and take care of admin.

10

The Evolving Role Of the CHRO

The CHRO will become part of the C-suite inner circle, acting as a trusted advisor to the CEO.

11

Upskilling Managers & Leaders

HR will build initiatives to fast-track the development of the next generation of leaders.

“All people decisions should be informed by data and analytics.”

~Google People Analytics motto

Redefining HR using people analytics: the case of Google

Shweta Shrivastava, Kritika Nagdev and Anupama Rajesh

Algorithm-based people management

Hiring and retention of employees is one of the top priorities for organizations. Usually, managers use their intuition, assumptions and impressions to identify employees who are likely to perform well or are likely to leave an organization. Google has now developed mathematical algorithms that use statistics to help make less subjective hiring and retention decisions.

The algorithm developed by Google helps the recruitment team to re-assess candidate profiles which had not been considered earlier so that good applicants are not missed out.

This has been helpful and has led to hiring of good candidates who had initially been rejected (Gardener et al., 2011). The algorithm maps employees' attitudes, behaviours, personality details, etc., to the organization's skill requirements by asking applicants to fill up elaborate online surveys. Scores are assigned to applicants using mathematical formulas to predict whether the candidate-organization fit will be achieved or not. This has helped to do away with subjectivity in the recruitment process.

Similarly, the retention algorithm makes use of past data such as employees' compensation, performance reviews and promotions to identify employees who are likely to exit the organization. This innovative way of talent management allows management at Google to take action before it is too late and also aids in personalizing retention solutions.

Collaboration through analytics

Google is known for its culture of innovation. The organization used analytics to realize that extraordinary innovation comes from an amalgamation of three factors: discovery (i.e. new learning), teamwork and fun. The policies have been framed keeping these three factors in consideration. For instance, **the waiting lines in canteen at Google headquarters have been intentionally kept long so as to enable employees to collaborate while waiting for meals and to come up with new ideas and projects. Time spent on such collaborations is also tracked.**

The organization lays major emphasis on collaboration among employees from different functions, as it believes that it fosters innovation, and has thus incorporated it as a core component of team performance. For a similar reason, workplaces have been deliberately designed to maximize learning, fun and collaboration. The workstations are clustered in groups of three or four to allow quick and easy interaction among employees.

People & Innovation Laboratory – the “Pi-Lab*”

For infusing the approach of data-driven decision-making in HR management, Google has established the People & Innovation Lab. Psychologists, decision scientists and researchers at this centre carry out applied research and development on organizational practices that govern its employees. One of the main aims of this lab is to help align the HR practices of the organization with academic research and to back its decisions with science and data. The lab has done some innovative work, such as the “Project Oxygen” mentioned next.

“Project Oxygen”

This was a research-backed, multi-year project that aimed to identify and rank leadership traits of managers. It involved a detailed analysis of qualitative comments from employee surveys, employees' expectations from managers which were sourced from complaints and praises mentioned in performance reviews, from phrases in top manager awards, etc.

These words were processed and coded to identify eight behaviours of good managers

(re: Work, 2016):

*The PiLab

Google's PiLab is a unique subgroup that no other firm has. It conducts applied experiments within Google to determine the most effective approaches for managing people and maintaining a productive environment (including the type of reward that makes employees the happiest).

The lab even improved employee health by reducing the calorie intake of its employees at their eating facilities by relying on scientific data and experiments **(by simply reducing the size of the plates).**

“All people decisions should be informed by data and analytics.”

~Google People Analytics motto

Experiment 1.

Increase waiting time for meals

이번 Project에
대해서
어떻게 생각해?

나는 A와 B가 좀 더 적극적으로
의견을 제시해야 할 것 같아!

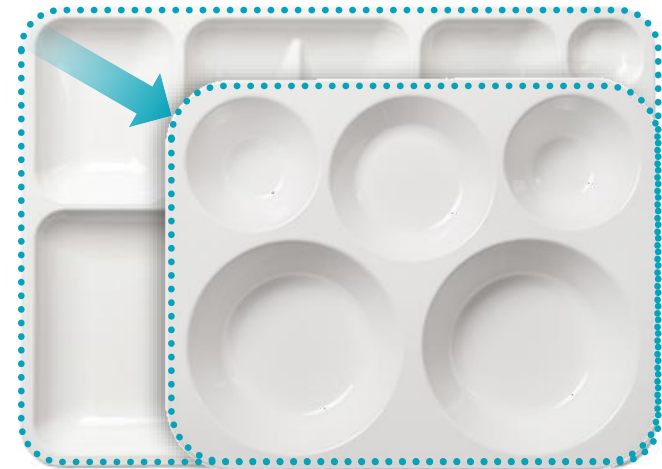


줄을 서 있는 동안 서로의 프로젝트나 아이디어에 대해
공유할 수 있는 시간적 공간을 만드는 것을 유도

Experiment 2.

Reduce size of food tray

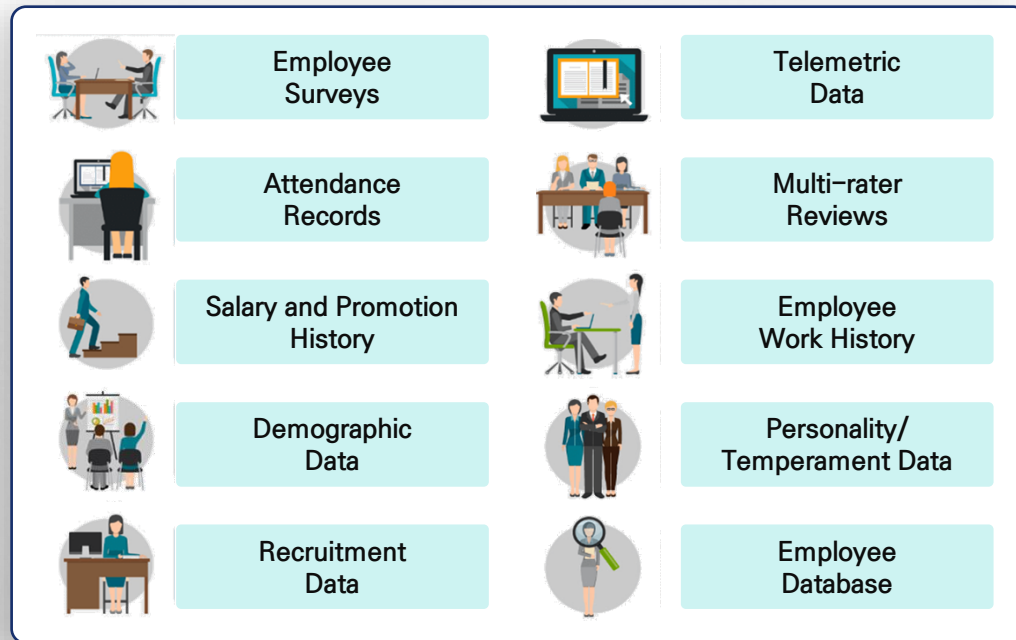
Size down



식판의 사이즈를 줄임으로써 섭취하는
칼로리 양을 줄여 직원들의 건강 상태를 높임.

HR Analytics Data Sources

HR professionals gather data points across the organization from many sources:



Combine & Clean

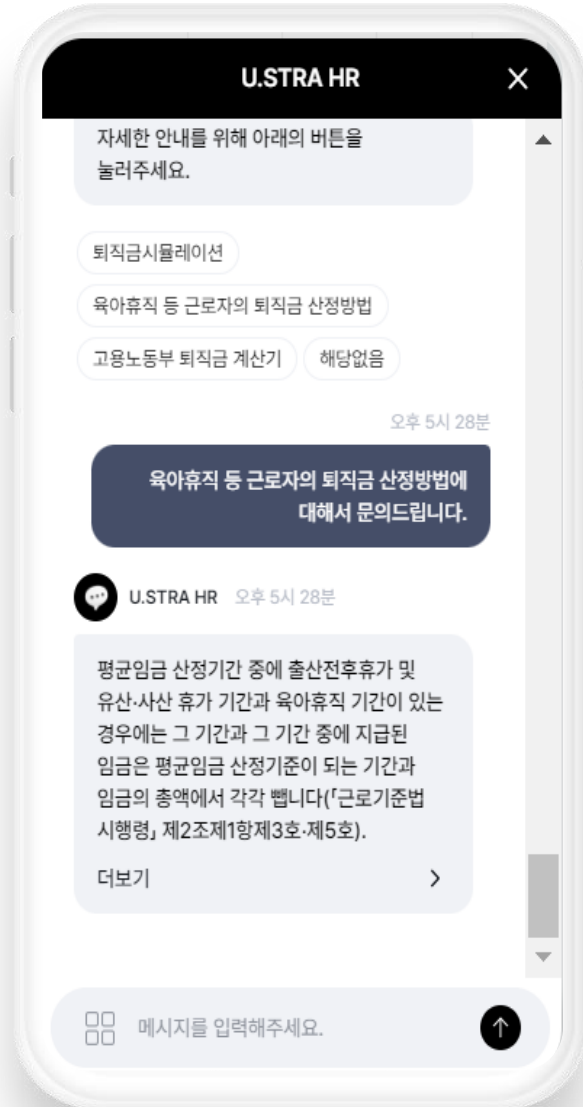
Data is exported existing systems and combined in one dataset...

사용자ID (영문)	내부	성명	분부	소속	직책	현재 상태	매출권 접근권	퇴사 예정지 예측
07882ee25843894a9892091648b1	82	37가	물류	물류관리부	물류 관리	퇴직 예정	퇴직 예정	73.2%
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0ae087a3386a0e893714a8977daa	50	29가	None	CEO직속	인원	퇴직 예정	퇴직 예정	84.0%
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219e4d50dd4e4038d8786c2476	37	14가	물류	물류관리부	물류 관리	퇴직 예정	퇴직 예정	68.0%
31a0c96979a814e4787116607a8d5	24	16가	None	Career TF	인원	퇴직 예정	퇴직 예정	58%
488e4a05454a6818e1131023712	23	10가	None	내부	인원	퇴직 예정	퇴직 예정	61.0%
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637a3a17d84a4e4038d8786c2476	36	14가	None	인사팀	인원	퇴직 예정	퇴직 예정	70.0%
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7137948e4a6a4e4038d8786c2476	27	12가	None	가이드라인	인원	퇴직 예정	퇴직 예정	52.0%
7ae45423234a6a4e4038d8786c2476	30	18가	None	고객지원	인원	퇴직 예정	퇴직 예정	59.0%
8a0772123a8a4e4038d8786c2476	39	19가	None	유동관리	인원	퇴직 예정	퇴직 예정	86.0%
8c796d339a4e4038d8786c2476	35	13가	None	이슈추진	인원	퇴직 예정	퇴직 예정	80.0%
a422980e79a841e41813a109839b3	29	10가	None	Commerce	인원	퇴직 예정	퇴직 예정	57%
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e119704e4038d8786c2476	21	8가	물류	물류관리부	인원	퇴직 예정	퇴직 예정	77.0%
f51104a48484a4038d8786c2476	42	21가	None	Career TF	인원	퇴직 예정	퇴직 예정	82.0%

Analyses & Data Mining

...which is used to analyze data. By analyzing patterns and causal relations One can build predictive models.

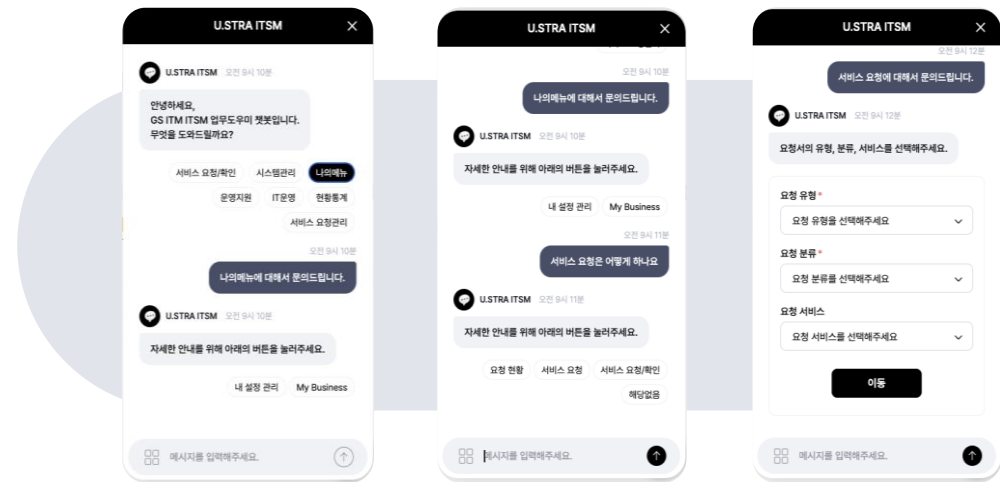




● 챗봇을 이용한 **효율적인 시스템 가이드**

- 1 대기하지 않고 언제든지 이용 가능하도록 시스템에 탑재된 챗봇
- 2 시스템 메뉴 네비게이션, 중복 문의를 빠르게 해결할 단순 FAQ, 간편한 서비스 요청 등 사용자와 담당자를 위한 편의기능 제공
- 3 기업 환경에 맞춘 시나리오로 운영되는 대화 처리 모델

챗봇을 통한 업무 처리

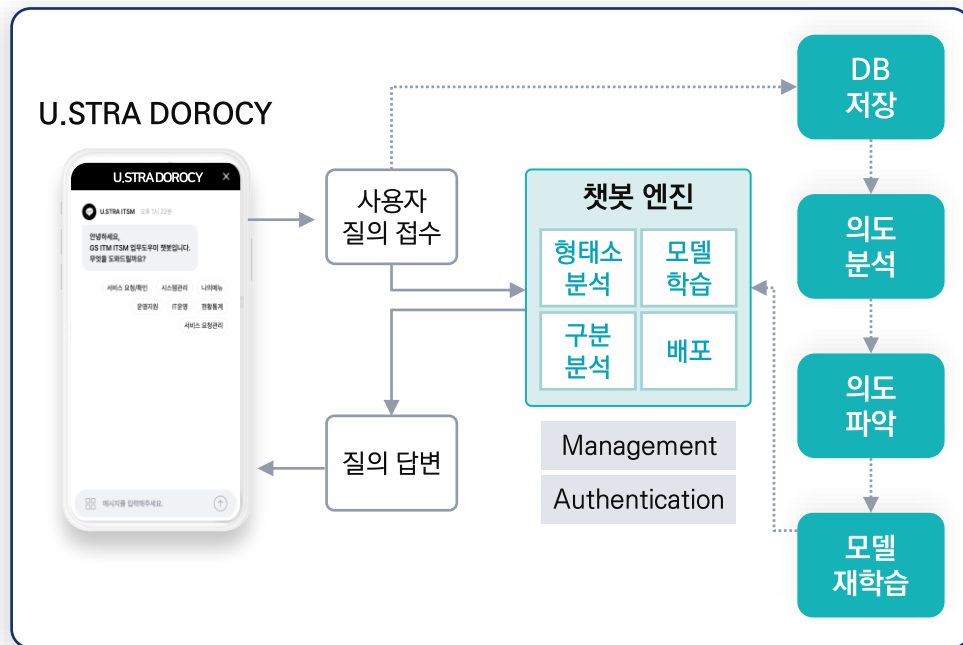


시스템 메뉴 네비게이션

단순 FAQ

서비스 요청

고객의 질문을 스스로 학습하고 성장하는 엔진 탑재

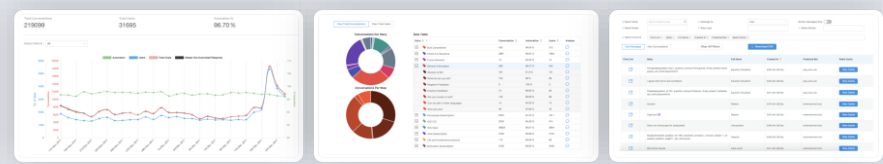


- 1 최소한의 데이터로 효율적인 모델 생성이 가능하며, 텍스트와 의도 데이터를 유사한 의미로 학습하여 다양한 문장으로 확장, 반복적인 증강 학습으로 사용자의 의도를 정확하게 파악
- 2 챗봇의 성능향상을 위한 재학습 기능과 관리를 위한 대시보드 기능을 제공

챗봇 관리를 위한 대시보드와 포털



To-Be : 분석 기능 (개발 중)



대화 추이

의도 분석

메시지 분석

AI 알고리즘 개발

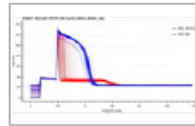
U.STRAALICE는 고객 니즈에 맞는 인사이트 도출을 위한 분석 알고리즘을 제공하며 맞춤형 컨설팅을 제공합니다.

01 데이터 가공

의사 판단 및 분류

비즈니스 의사 판단 자동화

- 고객 성향 분류
- 고객 불만 분석
- 고객 개인화 및 추천
- 기타 업무 중 의사 판단 자동화



위험 감지 및 예측

- 시스템 이상 탐지
- 공정 과정의 이상 탐지
- 이상거래 탐지(보험, 금융 등)
- 해킹 및 네트워크 침입 탐지

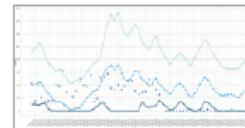


02 머신 러닝

시계열 예측

미래 상황 예측

- 수요·판매 예측
- 전력·에너지 사용량 예측
- 시황 예측(주가 등)
- 원자재 가격 예측(원유 등)



03 딥러닝

비전 분석

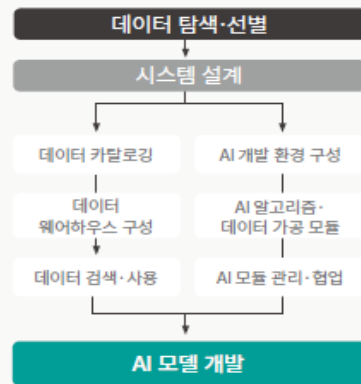
이미지나 음성 등을 자동으로 인식

- 얼굴 및 사물 인식
- 화질 보정
- 음성 인식 및 변환
- 제품 불량 탐지
- 의료 이미지, 영상으로부터 질병 진단

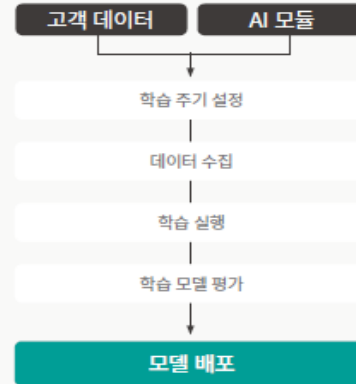


단계별 워크플로우

AI 모델 개발

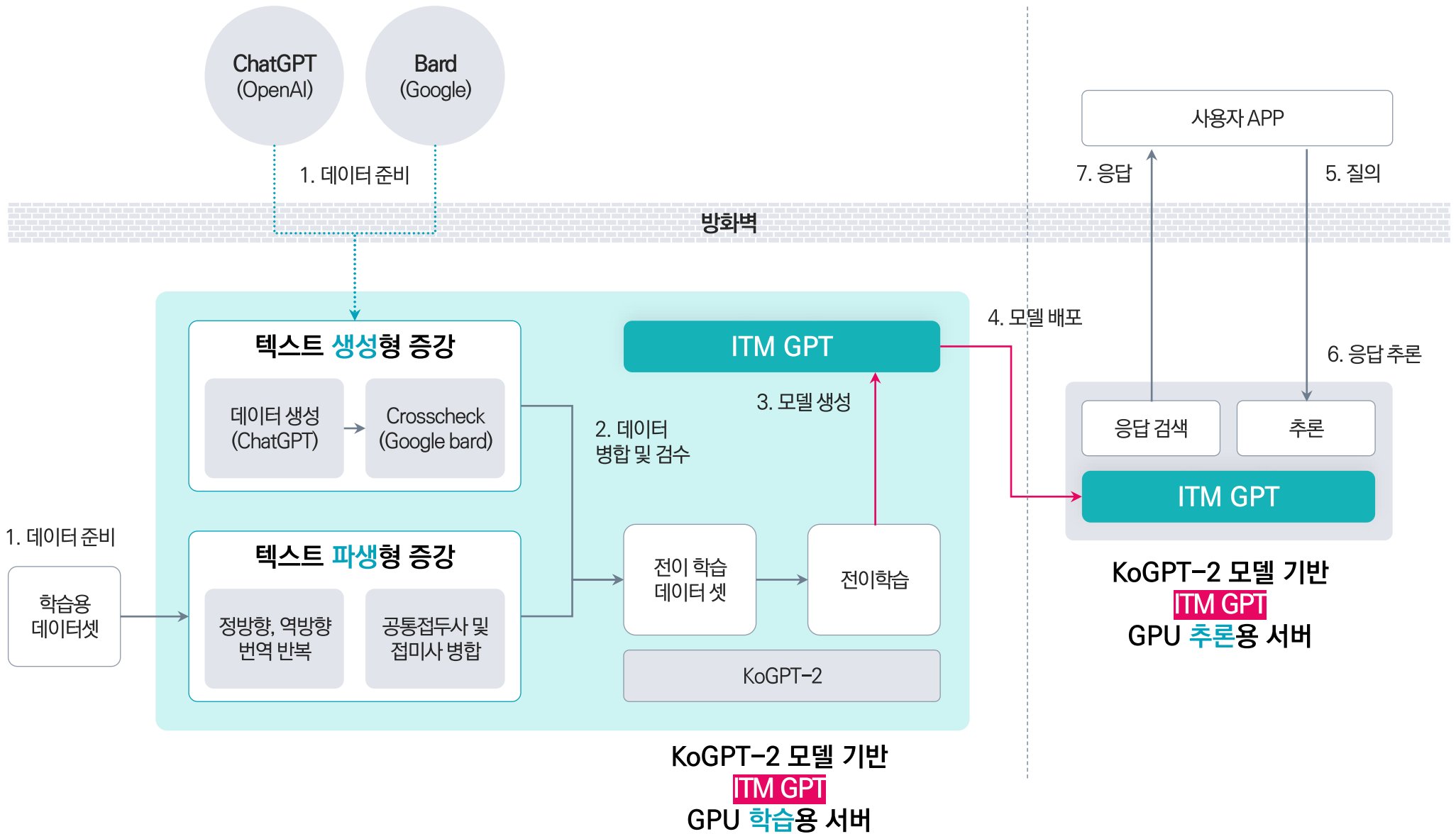


AI 학습



AI 자동화 서비스





CONTENTS

III

SaaS HR의 확산



1. HR Tech 투자의 방향
2. SaaS HR솔루션 시장의 확대
3. GS ITM의 SaaS HR

Musk's First Email to Twitter Staff Ends Remote Work

- Expects employees to put in at least 40 hours in the office
- New boss wants subscriptions to account for half of revenue



OpenAI CEO Sam Altman says the remote work 'experiment' was a mistake—and 'it's over'

BY STEVE MOLLMAN
May 6, 2023 at 7:12 AM GMT+9



OpenAI CEO Sam Altman says remote work isn't a good fit for startups.
JASON REDMOND/AFP VIA GETTY IMAGES

STAMFORD, Conn., March 7, 2023

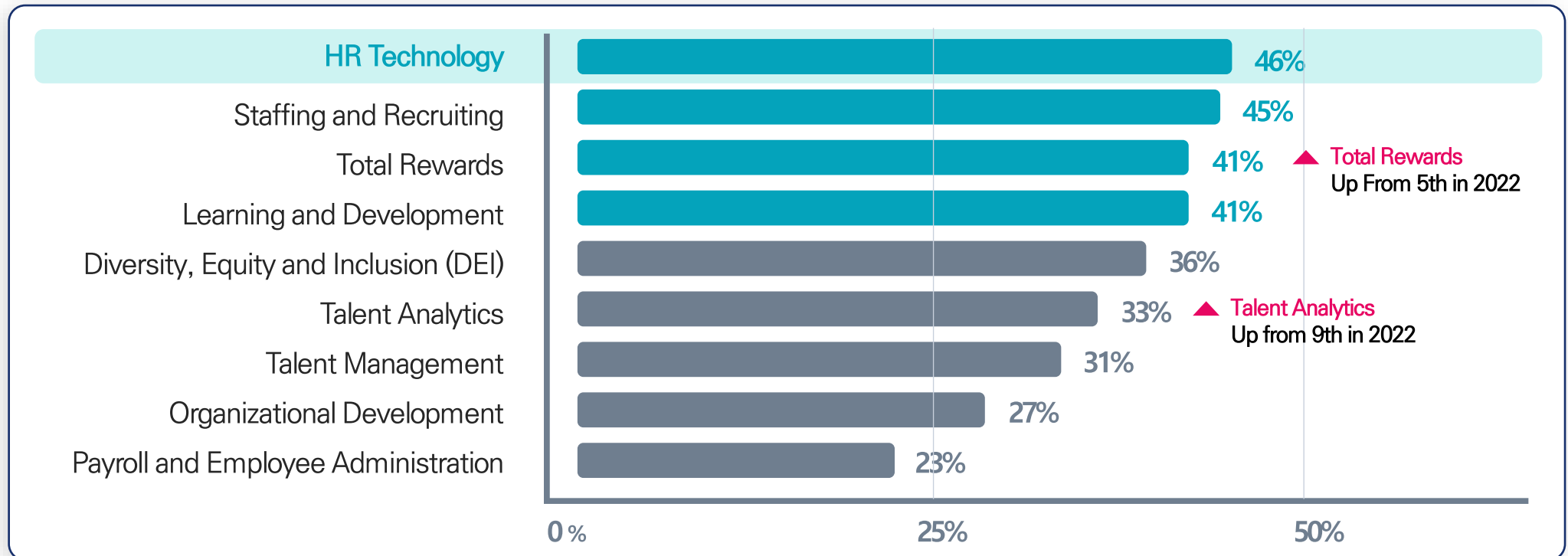
Gartner Identifies Top Four HR Investment Trends for 2023

Forty-six Percent of HR Leaders Report HR Technology is the Top Priority

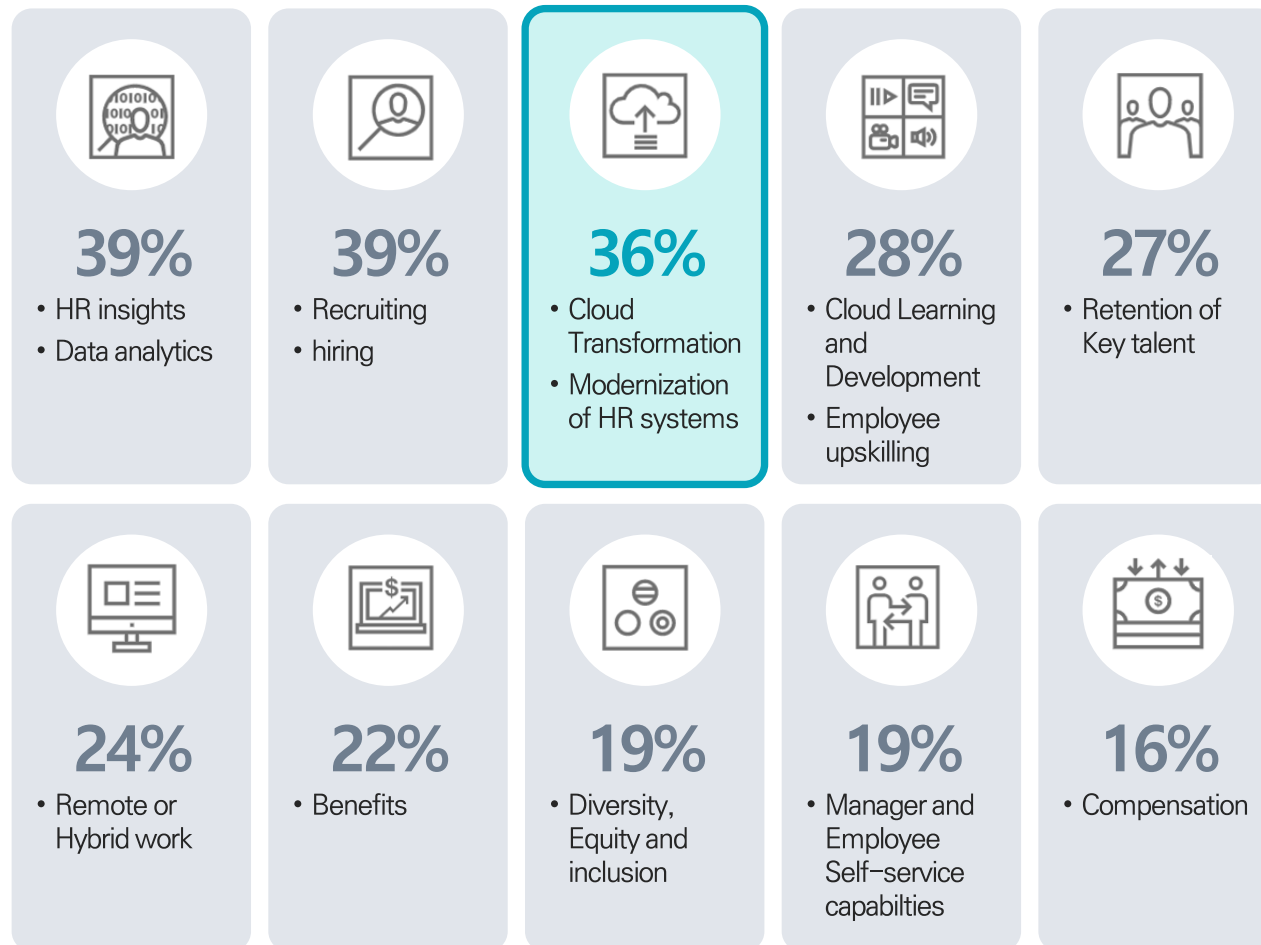
HR Investment Areas

Percentage of HR Leaders Planning to Increase Budget

Source : Gather (March 2023)

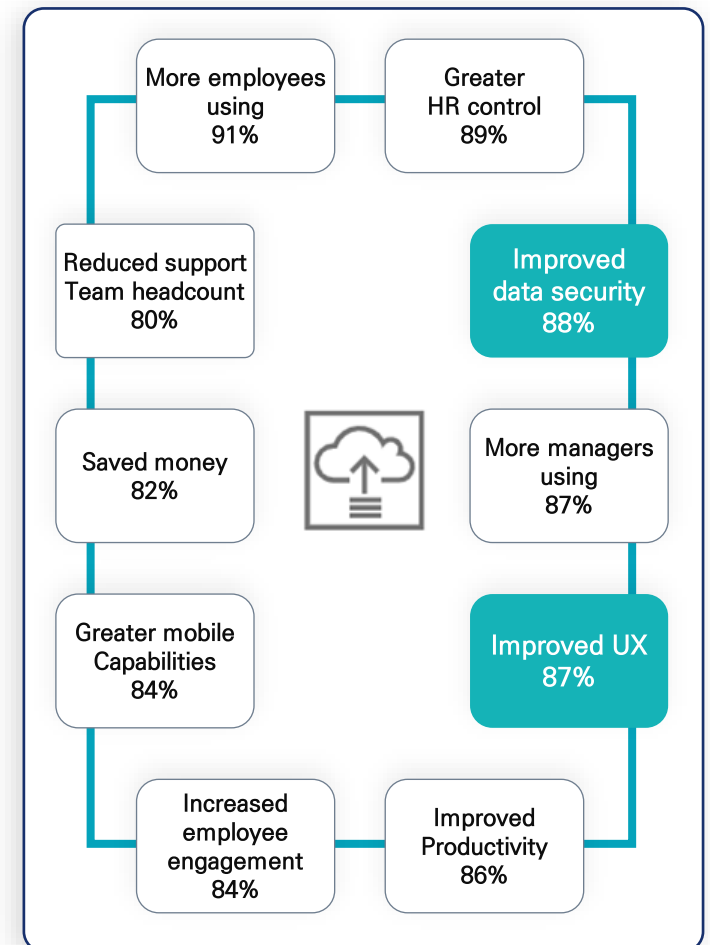


Top 10 HR challenges today



Q. What are the biggest challenges your organization is facing in relation to human capital?
Source: PwC HR Tech Survey 2022: base of 688

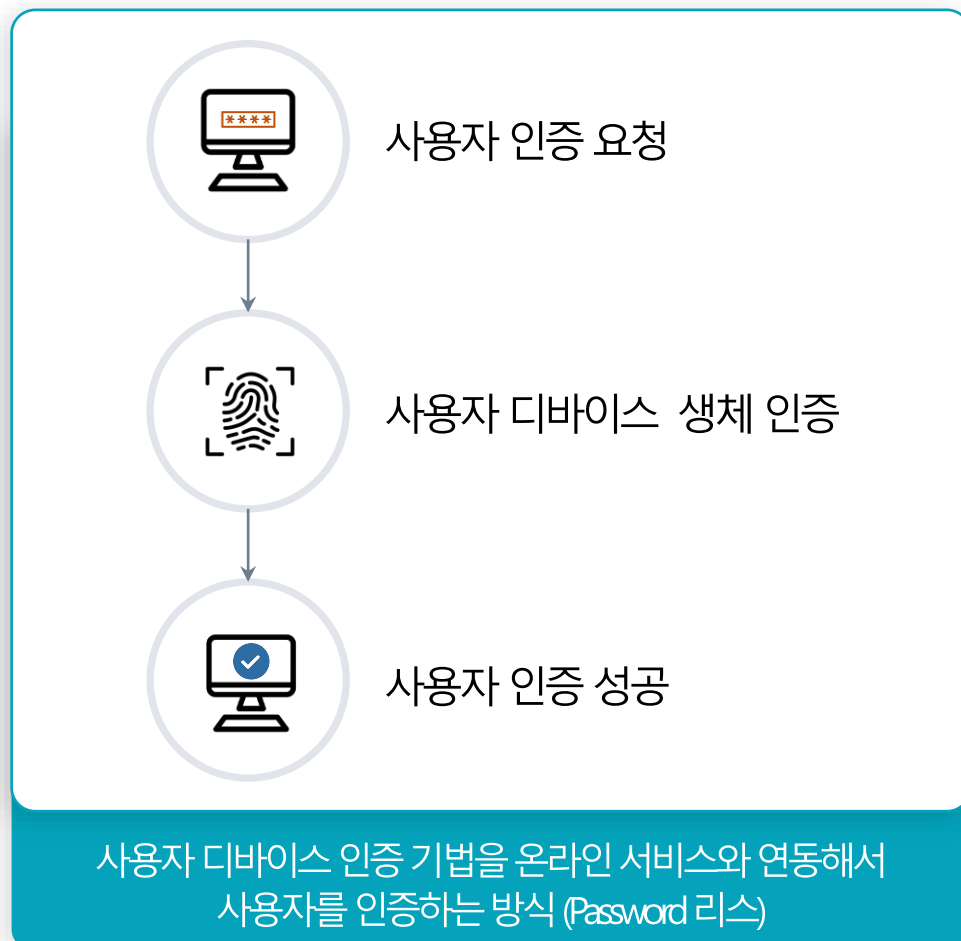
Benefits of core HR on cloud



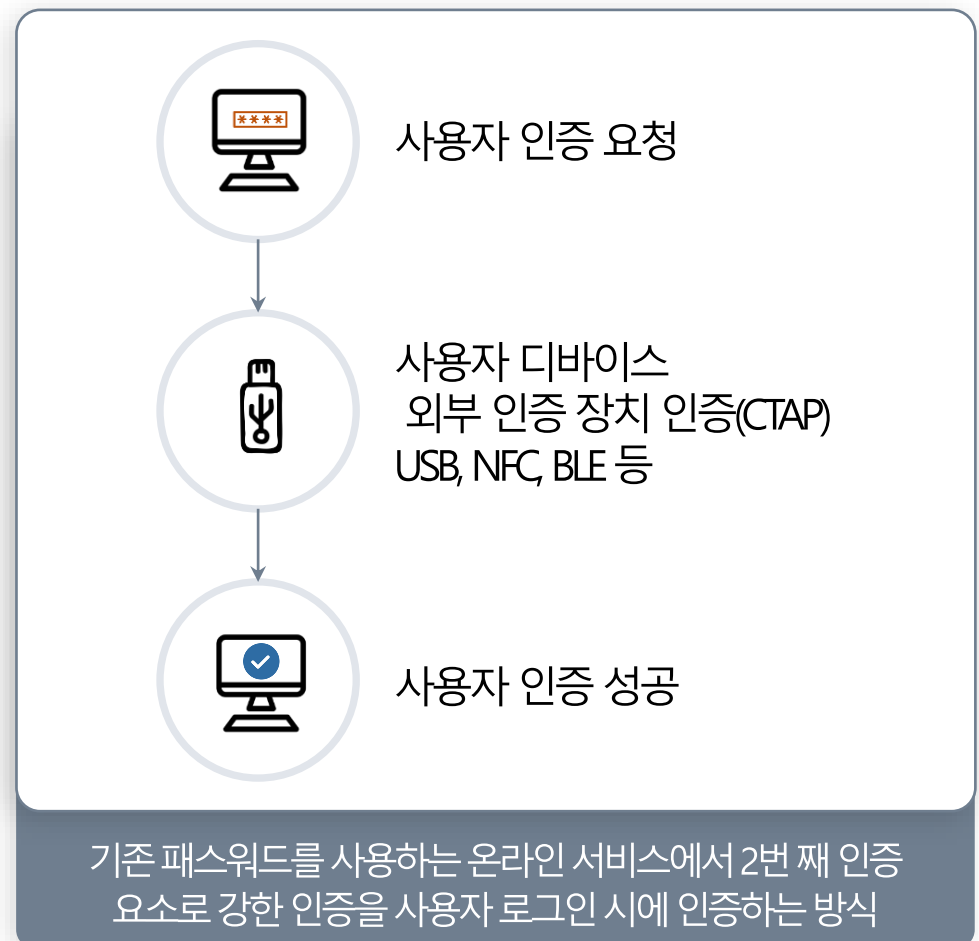
Q. Which of the following positive outcomes did you achieve after your development of cloud HR?
Source: PwC HR Tech Survey 2022: base of 688

패스워드리스 인증 방식 : FIDO (Fast Identity Online)

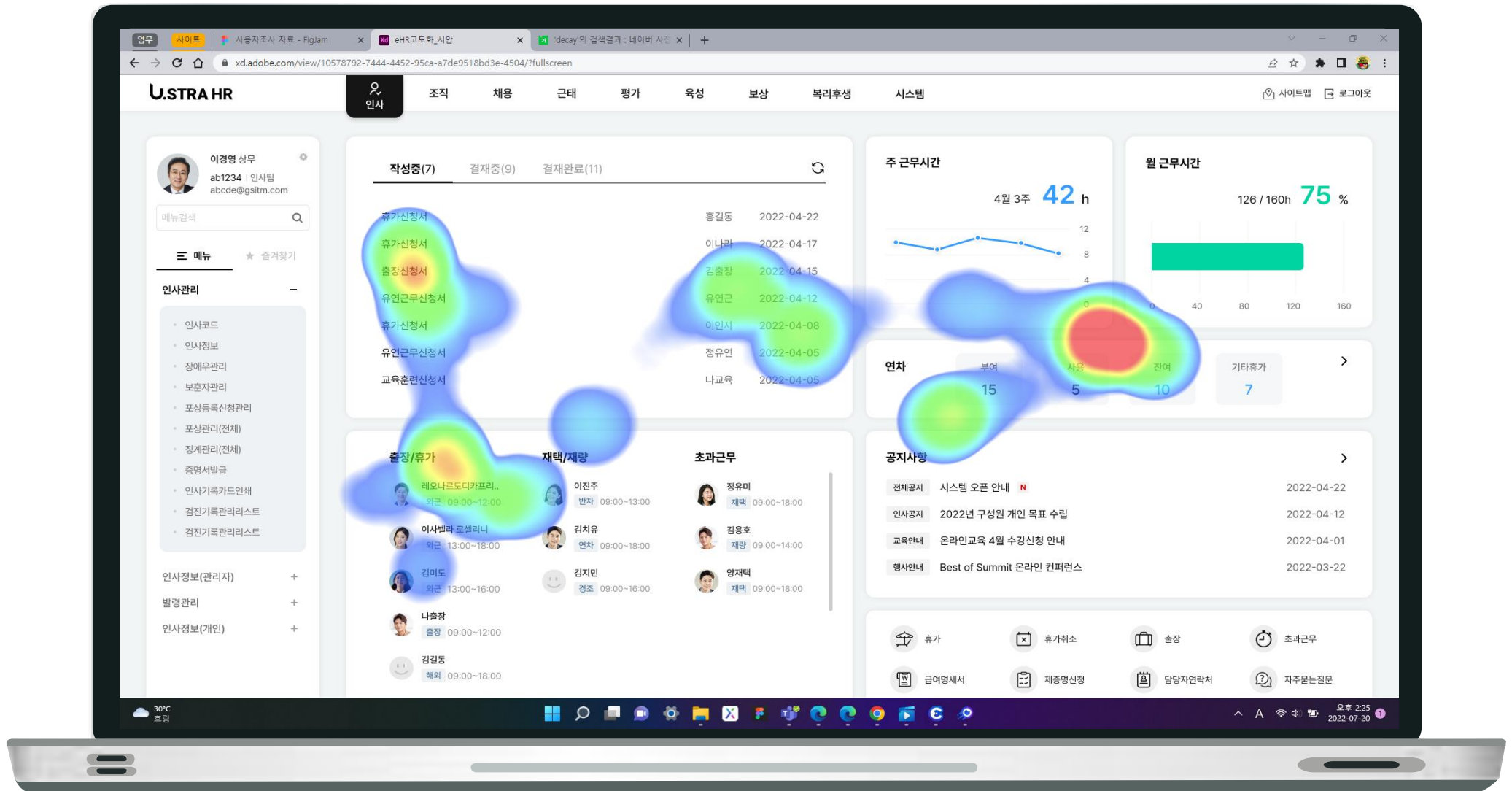
UAF 방식 (Universal Authentication FrameWork)



U2F 방식 (Universal Second FrameWork)



SaaS HR의 확산 시장의 확대



한국 IDC

“국내 SaaS 시장 규모, 올해 1조 7천억원”

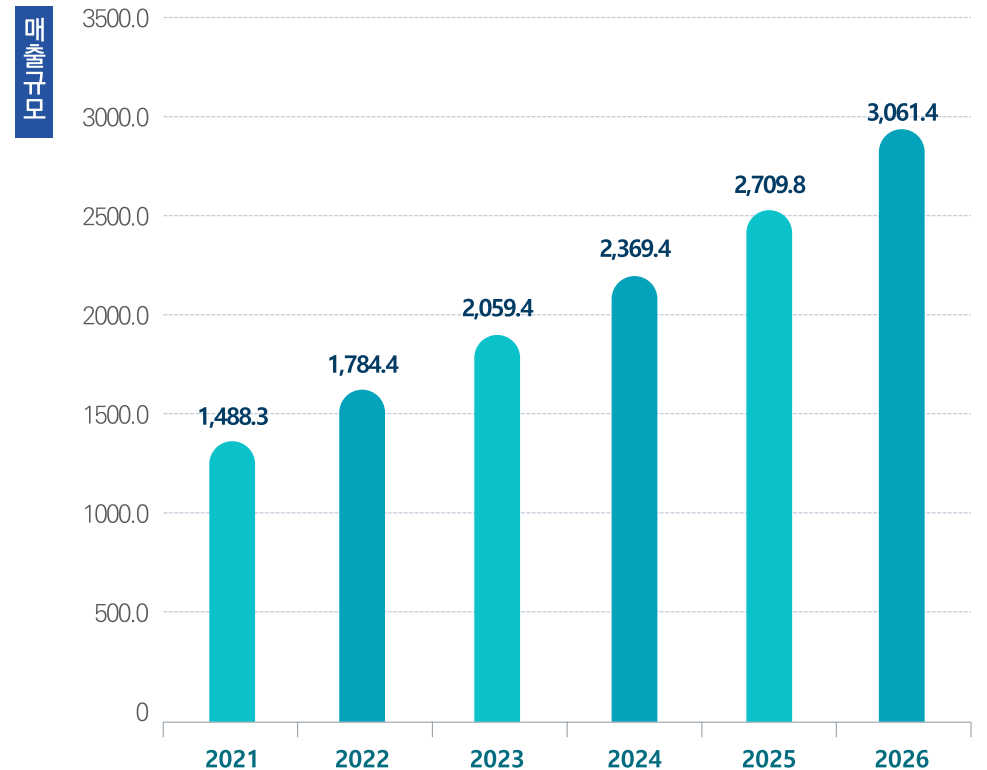
국내 퍼블릭 클라우드 소프트웨어 시장은
 향후 5년간 연평균 성장률 15.5%를 기록,

2026년 3조 614억 원의 시장 규모를
 형성할 것으로 전망

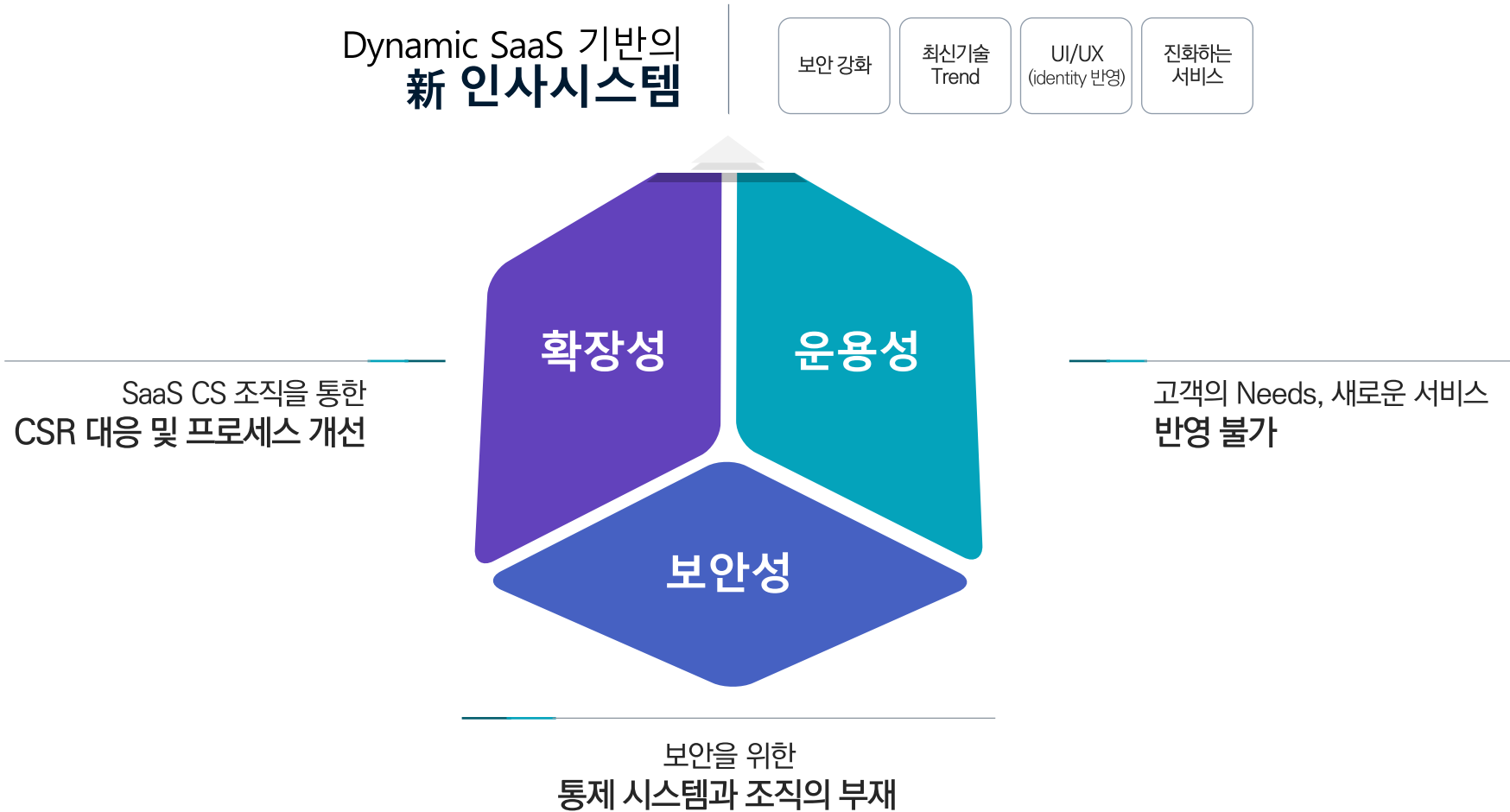


국내 퍼블릭 클라우드 소프트웨어 시장 전망 (2021년~2026년)

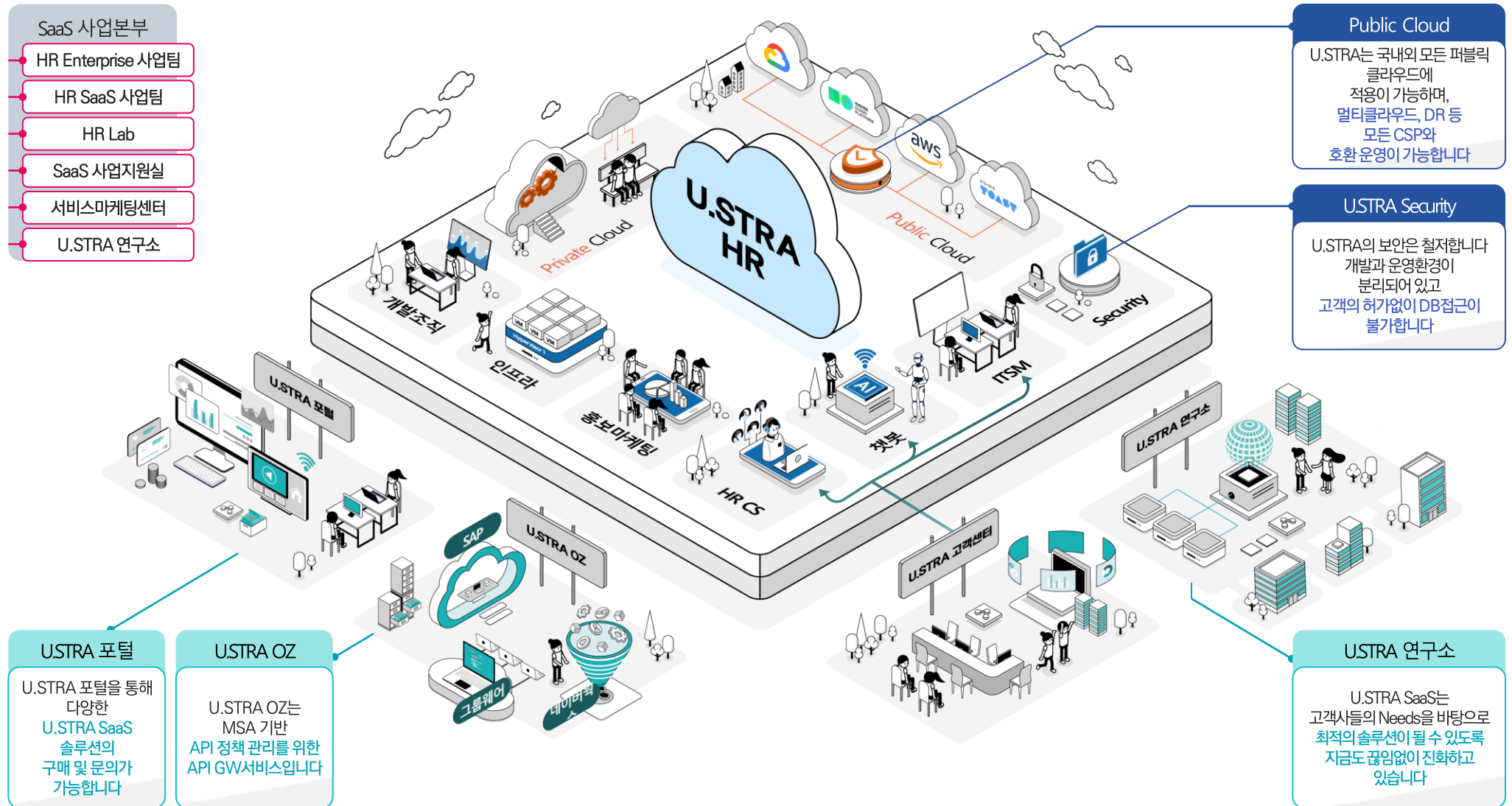
(단위 : 십억원)



Source : Korea Public Cloud Software Market Forecast, 2022-2026



장기적인 HR 전략을 위한 **HR Trend**에 맞는 인사시스템이 필요



GS ITM은 클라우드 운영을 위한 기술력과 인프라를 보유하고 있으며, 검증된 자체 클라우드 브랜드를 통한 **SaaS Platform에 다양한 SaaS솔루션을 보유하고 있습니다**

Cloud 기반 Total Service 운영 역량 보유

☑ 대외적으로 인정받은 기술력

'23.02.
대한민국 SW기업 경쟁력대상
클라우드 서비스 부문
최우수상

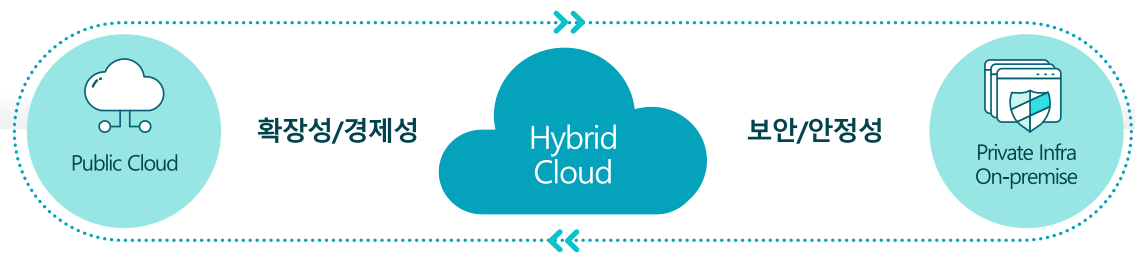


SAP Korea Partner
Success Kickoff 2023
Top Public Cloud 파트너
AWARD 수상



☑ 운영 중인 SaaS 서비스

- U.STRA HR
- U.STRA Bill
- U.STRA ITSM
- U.STRA TALK
- U.STRA BizPlus
- U.STRA VDI



☑ Public/Hybrid cloud 구성

- MSP
- 클라우드 컨설팅
- 클라우드 아관
- 클라우드 구축
- 클라우드 매니지드 운영
- 데이터 분석 구축
- 클라우드 구성

주요 CSP 파트너 및 약 70여개 HW/SW 협력사 운영



☑ 약 2,200여대의 Private 시스템 운영

- 서버
 - 물리서버 : 약 1000대
 - 가상서버 : 약 600대
- 네트워크
 - 유/무선 네트워크 약 500대 : 약 1000대
- 기타장비
 - 스토리지 등 : 약 60대

자체 IDC 운영

