Q1: What implications will these developments in ICT have for the workforce in the next few years? (40)

1. Increased need for digital literacy
2. Shifts in workforce demographics
3. Impact on job roles and responsibilities
4. Changes in skills and qualifications required
5. Increased reliance on automation and AI

Q2: How will ICT developments impact businesses? (40)

1. Improved productivity through automation
2. Enhanced customer experience
3. Cost savings through digital transformation
4. New business models
5. Increased security risks

Q3: What are the ethical implications of the rapid evolution of ICT? (40)

1. Data privacy concerns
2. Bias and discrimination in AI
3. Impact on employment and job losses
4. Internet access and digital divide
5. Social and environmental implications

Q4: How will ICT advancements influence education and training? (40)

1. Online learning and distance education
2. Increased access to educational resources
3. Customized learning environments
4. Use of virtual and augmented reality
5. Impact on teaching and learning methodologies

Q5: What role will ICT play in addressing global challenges? (40)

1. Improving healthcare delivery
2. Enhancing disaster response and relief efforts
3. Supporting sustainable development goals
4. Facilitating remote work and telecommuting
5. Enabling digital inclusion and equity

Q6: In what ways will ICT impact the future of work? (40)

1. Automation and AI in manual tasks
2. Changes in workplace culture
3. Fractalization of work roles
4. Increased focus on soft skills
5. New forms of work and collaboration

Q7: What are the implications of the increasing use of AI and automation in the workforce? (40)

1. Job displacement and skill gaps
2. Enhanced efficiency and productivity
3. Increased need for reskilling and upskilling
4. Changes in organizational structures
5. Potential for increased innovation

Q8: How will ICT advancements influence society? (40)

1. Improved access to information and knowledge
2. Changes in social and cultural norms
3. Impact on privacy and security
4. Increased international connectivity
5. Potential for increased social inequality

Q9: What role will ICT play in the future of healthcare? (40)

1. Telemedicine and remote consultations
2. Digital health records and data analytics
3. Increased access to healthcare services
4. Virtual reality and augmented reality in medical training
5. Enhanced patient engagement and healthcare outcomes

Q10: How will ICT advancements impact the environment? (40)

1. Energy efficiency and renewable energy
2. Smart cities and urban planning
3. Improved natural resource management
4. Increased awareness and education on environmental issues
5. Potential for greener transportation systems

Q11: What are the potential impacts of ICT on the economy? (40)

1. Increased productivity and innovation
2. Enhanced international trade and commerce
3. Changes in consumer behavior
4. Potential for increased inequality and wealth disparities
5. Increased competition and market disruption

Q12: How will ICT advancements influence governance and politics? (40)

1. Improved access to information and transparency
2. Changes in voting and participation mechanisms
3. Increased online activism and social movements
4. Potential for increased corruption and political influence
5. Changes in public and private sector collaborations

Q13: What are the potential risks and challenges associated with ICT advancements? (40)

1. Cybersecurity threats and data breaches
2. Electronic surveillance and privacy concerns
3. Dependence on technology and infrastructure
4. Potential for increased social and political polarization
5. Ethical considerations and moral implications

Q14: What are the potential benefits of ICT advancements? (40)

1. Increased efficiency and productivity
2. Enhanced access to information and knowledge
3. Improved communication and collaboration
4. Potential for increased social and economic equality
5. Increased awareness and education on global issues

Q15: What are the potential implications for the workforce in the next few years? (40)

1. Increased need for digital literacy and skills
2. Shifts in job roles and responsibilities
3. Changes in work environments and conditions
4. Potential for increased job losses and skill gaps
5. Increased need for reskilling and upskilling
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 ?

Stone (2005) The brave new world of e-HR
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-method

- Scientific method to explore future
- Panel members are anonymous
- Usually 3 rounds

Purpose of forecasting Delphi study is to obtain consensus from a panel of experts using repeated answers from questionnaires

Expert panel
- 13 researchers from Europe
- 11 practitioners from Finland
Delphi - process

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

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

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

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)

(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)

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 (2,61)

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)

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 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?

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
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 (1,96)

3. Companies like Google begin to dominate providing free ERP solutions (1,8)

12. Effort and error free HRIS implementation (0,43)

“Number 1 is not even unexpected. It is expected”, practitioner
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

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

Twitter for corporate openness

Usage in US (2009)
- Corporate blogs 14 %
- Wikis 13 %
- Recruiting 9 %
- Not going to use 25%

The Dark Side?
- UK costs 1,8 billion / y
- Productivity without FB +1,5 %
- Privacy & communication issues
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. Thinking about the future, however, helps us to prepare it. Thinking about the future may lead to innovative insights. Thinking about the future may help to change today’s HR practices in positive ways. (Ulrich, 1997)