

SIGRH

Sistemas de Informação para a Gestão de Recursos Humanos

Mestrado em Gestão de Recursos Humanos

Aula 07

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LISBON
SCHOOL OF
ECONOMICS &
MANAGEMENT
UNIVERSIDADE DE LISBOA



Cronograma

Aula	Dia	Agenda	Docente
1	19 Fev	Apresentação da UC; Os SI/TI e a GRH: suporte aos processos de RH e as redes sociais ao serviço das organizações	Mário Romão
2	26 Fev	Sistemas de Informação de Gestão, tipologia de Laudon&Laudon; Bases de dados; Apresentação aplicação SaaS Tap My Back - motivação e reconhecimento	Mário Romão
3	5 Mar	Novos desafios da GRH e dos SIGRH, o caso do recrutamento, selecção e retenção do top-talent na área de TI; Apresentação Landing.Jobs - José Paiva (co-founder); Características dos vários tipos de SI segundo Laudon&Laudon	Mário Romão
4	12 Mar	Módulo aplicativos típicos de GRH: recrutamento e seleção, formação e desenvolvimento de RH, gestão de competências, avaliação de desempenho, controlo de assiduidade e processamento salarial	Paulo Almeida Gonçalves
5	19 Mar	Processos de GRH: do desenho/ conceção à implementação e integração ROI da formação (Apresentação por especialista – Winning)	Mário Romão
6	9 Abr	Apresentação de solução de software	Paulo Almeida Gonçalves
7	16 Abr	Sistemas de suporte à comunicação intra-organizacional e ao ambiente colaborativo, comunidades de prática (ERM - Employee Relationship Management)	Paulo Almeida Gonçalves
8	23 Abr	A 3ª Plataforma e os novos desafios dos SIGRH	Paulo Almeida Gonçalves
9	30 Abr	Planeamento, aquisição, projecto e implementação de SIGRH	Paulo Almeida Gonçalves
10	7 Mai	Apresentação de solução de software	Paulo Almeida Gonçalves
11	14 Mai	Apresentação de trabalhos	Paulo Almeida Gonçalves
12	21 Mai	Apresentação de trabalhos	Mário Romão

Agenda

CRM

Customer Relationship Management

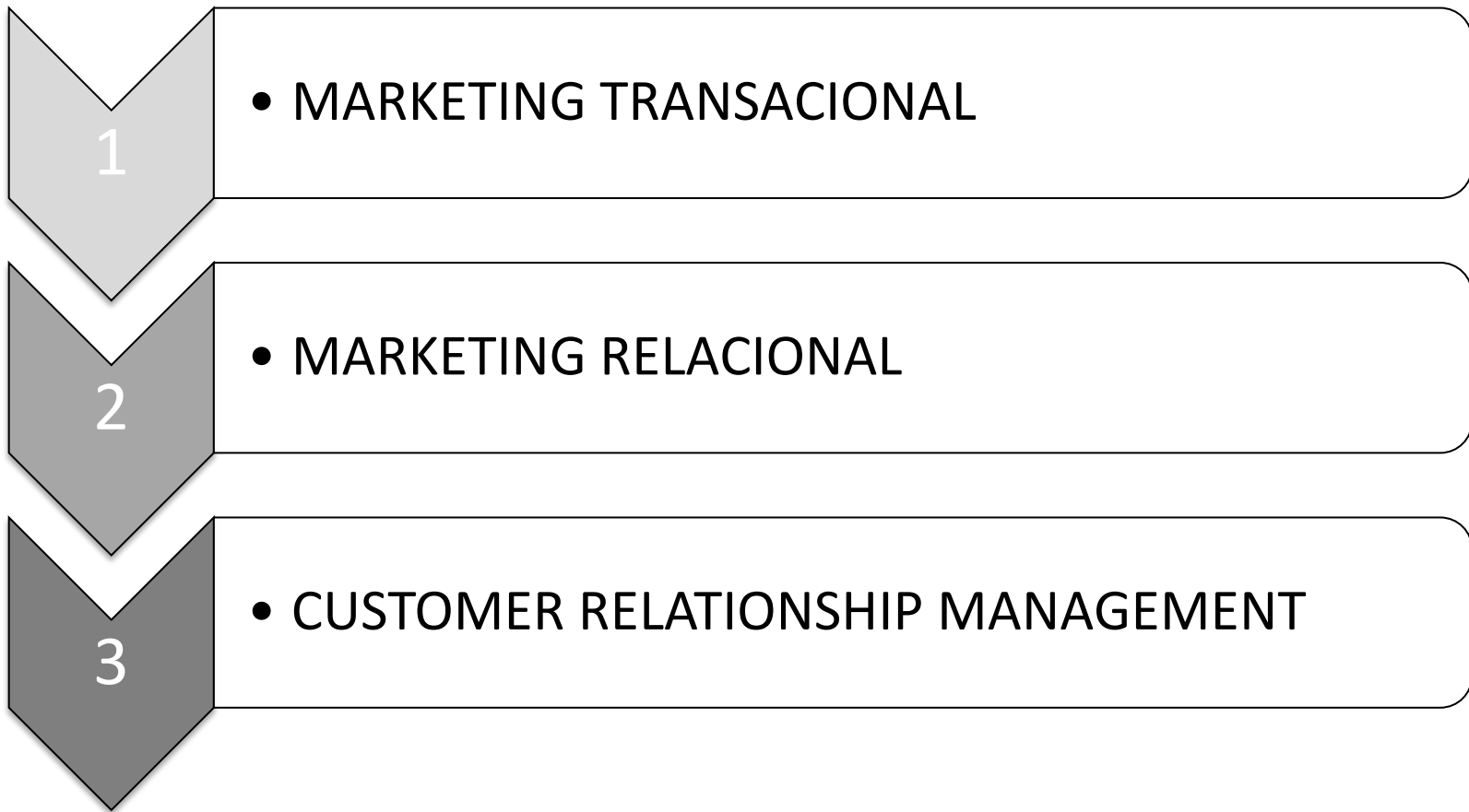
CRM	ERM
Customer Relationship Marketing, Relationship Marketing	Candidate / Talent / Human Capital Relationship Management, Internal Relationship Marketing

ERM

Employee Relationship Management

Having a **loyal workforce** can be as important to a company as having a **loyal customer base**.

Evolução do Marketing Transacional ao Marketing Relacional e ao CRM



Marketing Transaccional

A **transacção** é o foco e a razão de ser do marketing, entendida como a transferência de propriedade ou uso de um bem ou serviço económico em troca de uma contraprestação.

O **marketing aparece como uma área de segundo nível dentro da empresa**, e não como parte activa e fundamental na tomada de decisão.

Abordagem 4Ps

- Product
- Price
- Place
- Promotion

Marketing Relacional

Criação, fortalecimento e manutenção dos relacionamentos das empresas com os seus clientes, procurando obter benefícios máximos para ambos os lados da díade – empresa e cliente.

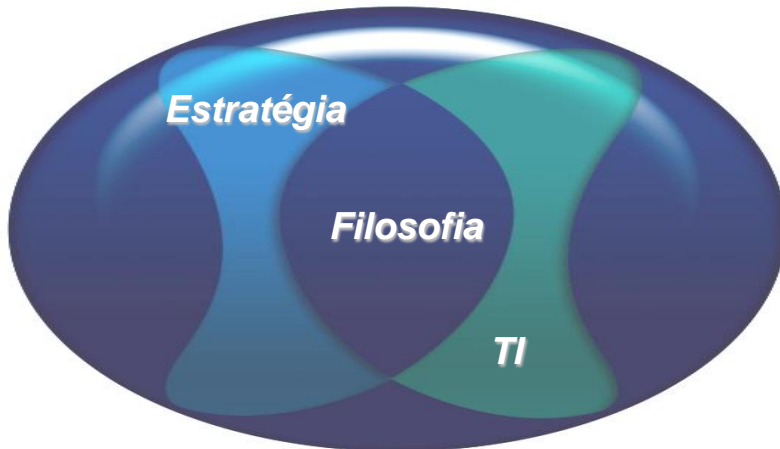
Características:

- Relação de longo prazo
- Tipo win-win
- Promessas mútuas
- Confiança entre empresa e cliente
- Retenção de clientes

(Cobra e Brezzo, 2010)

O marketing na empresa refere-se a todas as atividades de marketing direcionadas a estabelecer, desenvolver, e manter trocas relacionais de sucesso (Morgan e Hunt, 1994).

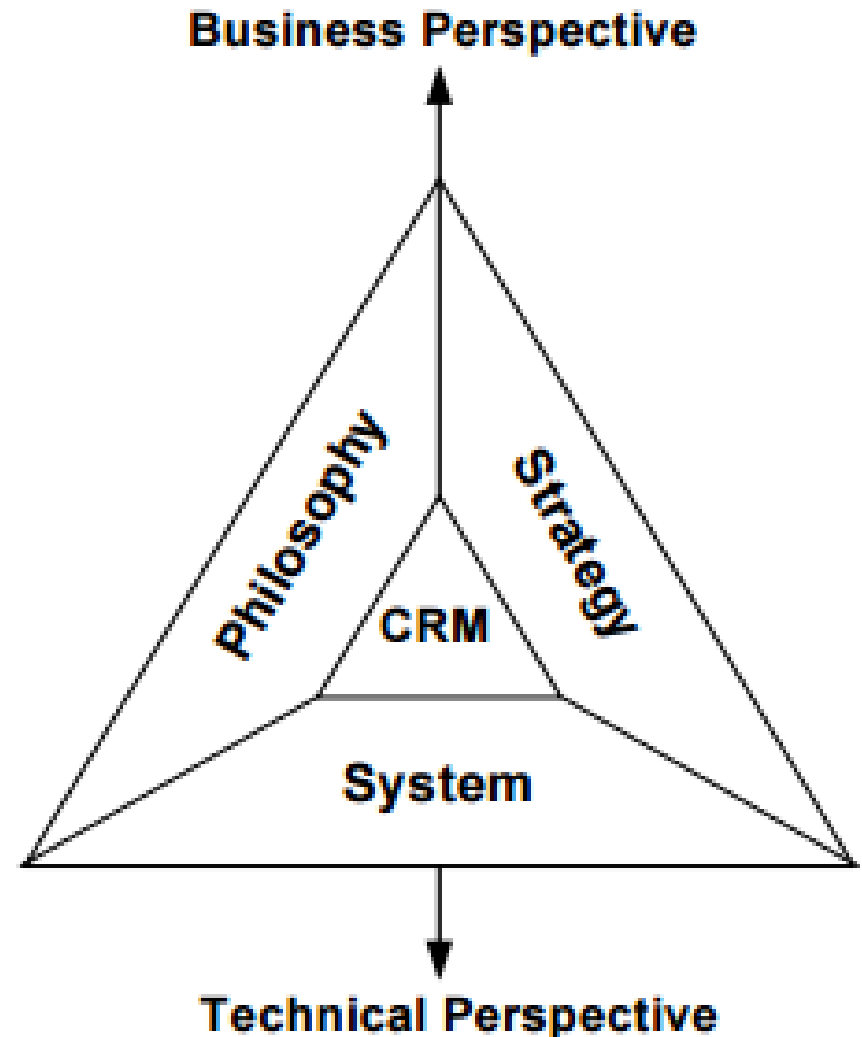
CRM: Conceito complexo



(1) **Abordagem filosófica**, que guia o relacionamento da empresa com qualquer *stakeholder*,

(2) **Visão estratégica**, que foca nos planos e ações da empresa para relacionamentos próximos da empresa com, pelo menos, os clientes, e

(3) **Tecnologia de informação**, uma vez que as empresas precisam de condições estruturais para colocar em prática seu planejamento e valores.



CRM: Objectivos das empresas

1. **Reter clientes** – programas de fidelização e melhora no serviço
2. **Aumentar o *customer share*** – desenvolver ofertas e comunicação direcionadas e personalizadas
3. **Identificar novas oportunidades** – mediante interação, identificam-se novas propostas de negócio
4. **Segmentar clientes** – escolher com precisão os clientes potenciais para uma proposta
5. **Redução de custos** – personalização de ofertas e comunicação conduz a menos gastos improdutivos
6. **Aumentar vendas e rentabilidade** - aumentar a rentabilidade do cliente
7. **Aumentar o valor da empresa** – cliente passa a ser um activo da empresa, com maior LTV (*Lifetime value*) [Fluxo futuro de lucros líquidos de um cliente]
8. **Capturar , consolidar e analisar dados de clientes de toda a organização**
9. **Distribuir informações de clientes para vários sistemas e pontos de contato do cliente em toda a empresa, proporcionando uma visão empresarial única de clientes**

		CRM	ERM
components	strategy	generic overall plan for establishing a favorable market position by building and long-term maintaining <i>individualized mutually valuable relationships</i> with selected former, current and potential customers	generic overall plan for establishing a favorable labor market and beyond also general market position by building and long-term maintaining <i>individualized mutually valuable relationships</i> with selected former (“alumni”), current and potential (“candidates”) employees
	processes	interrelated set of individualized collaborative, operational and analytical activities in marketing, sales and service, which <i>operationalizes</i> strategy	interrelated set of individualized collaborative, operational and analytical activities in recruiting, compensation, development, etc., which <i>operationalizes</i> strategy
	information systems	software application(s) that provide(s) individualized collaborative, operational and analytical functions in marketing, sales and service and therewith <i>realize(s)</i> processes and strategy	software application(s) that provide(s) individualized collaborative, operational and analytical functions in recruiting, compensation, development, etc. and therewith <i>realize(s)</i> processes and strategy
		The system informs the organization about its customers	The system informs employees about the organization

(Strohmeier, 2013)

ERM definition

CRM is

- the *strategy* of building and long-term maintaining individualized mutually valuable relationships with selected former, current and potential customers,
- which is operationalized through collaborative, operational and analytical *processes* and
- realized through the collaborative, operational and analytical functionalities of *information systems*.

ERM is

- the *strategy* of building and long-term maintaining individualized mutually valuable relationships with selected former, current and potential employees,
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- realized through the collaborative, operational and analytical functionalities of *information systems*.

The concept of ERM is still in its “embryonic” phase, especially if compared with the advanced state of CRM.

(Strohmeier, 2013)

ERM

Employee relationship management (ERM)

- Refers to managing the **relation between the various employees in an organization**. The relationship can be **between employee and the employer** as well as **between employees** at the same level;
- Constitutes an **emerging trend** of managing human resources by building and maintaining **individualized** and **mutually valuable relationships** with employees based on information technology.

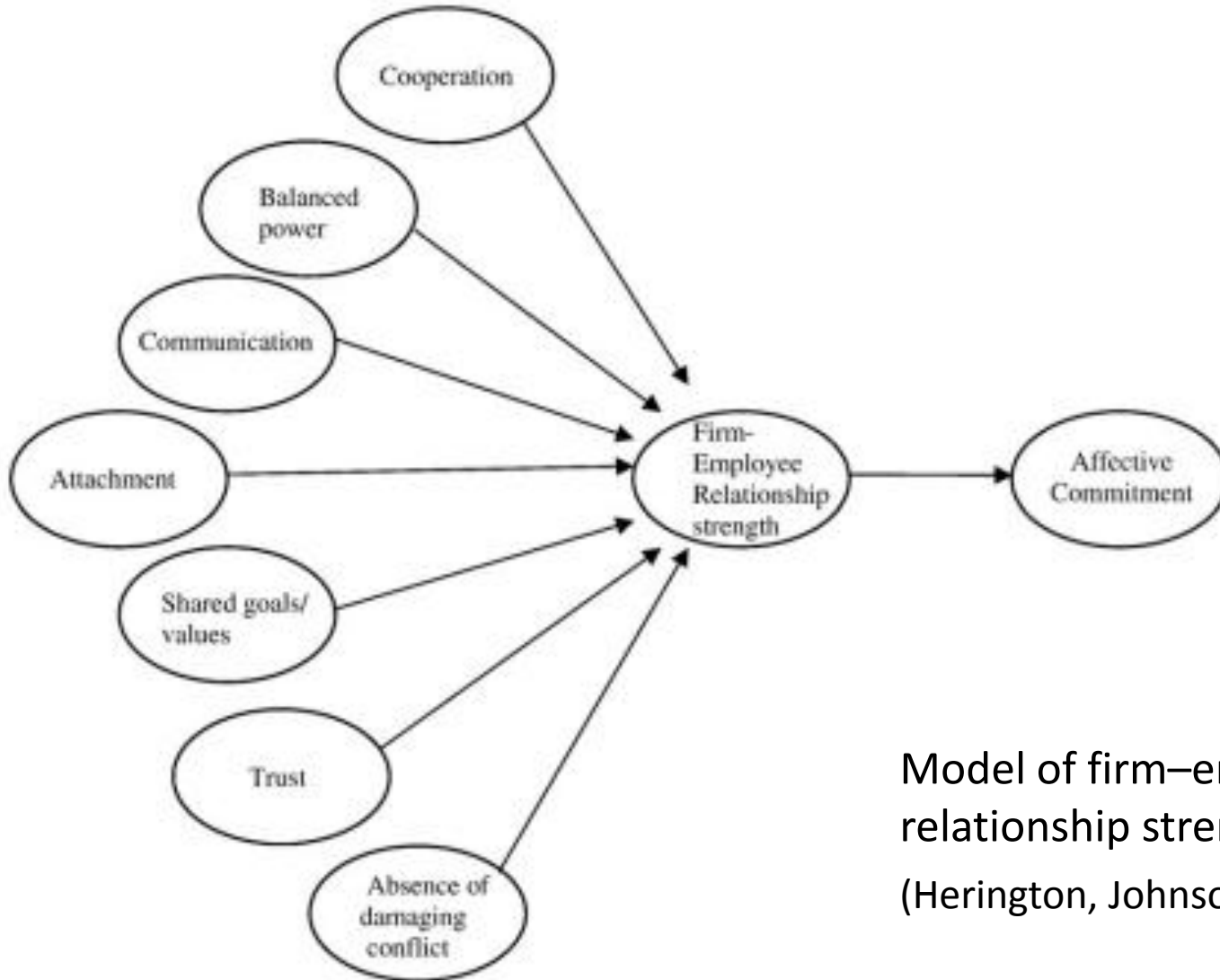
A **commonly accepted definition is missing – several focuses:**

- Strategy;
- HR practices;
- HR information systems.

ERM objectives

1. **Establishing a link** and a congruency between **employee contract** and the **employment relationship** through a psychological commitment;
2. **Contractual terms and conditions** to be based on the principle of **fairness** and ensuring the **organizational objectives** as well as **individual needs and aspirations** are fulfilled;
3. Developing **policies, procedures, rules and regulations** that are **fair, just** and conform to the objectives and aspirations of the employee;
4. Defining and clarifying **performance management expectations and standards** to enable employees to strategize and plan for the achievement of tasks and targets set for their job positions;
5. Developing **effective communication channels and systems** that ensure the **information needs** of employees are met.

ERM model



Model of firm–employee
relationship strength
(Herington, Johnson & Scott, 2009)

ERM processes

		process domain			
		recruiting	development	compensation	...
process characteristic	collaborative	<i>e.g.</i> communication of personalized corporate news to alumni	<i>e.g.</i> joint specification of individual career paths	<i>e.g.</i> joint specification of individual benefit components	...
	operational	<i>e.g.</i> printout of invitations for interview	<i>e.g.</i> composition of training course catalog	<i>e.g.</i> processing of employee payrolls	...
	analytical	<i>e.g.</i> prediction of applicant job preferences	<i>e.g.</i> recommendation of individual training courses	<i>e.g.</i> prediction of future compensation components requests	...

(Strohmeier, 2013)

ERM IS functionalities

Collaborative functionalities

- Offer, administer and coordinate different modes of collaboration with employees.
- Necessary for the ongoing interaction with numerous employees and referring mainly to the systematic administration of relationships:
 - Web-based collaboration
 - Employee self-service functionalities

ERM IS functionalities

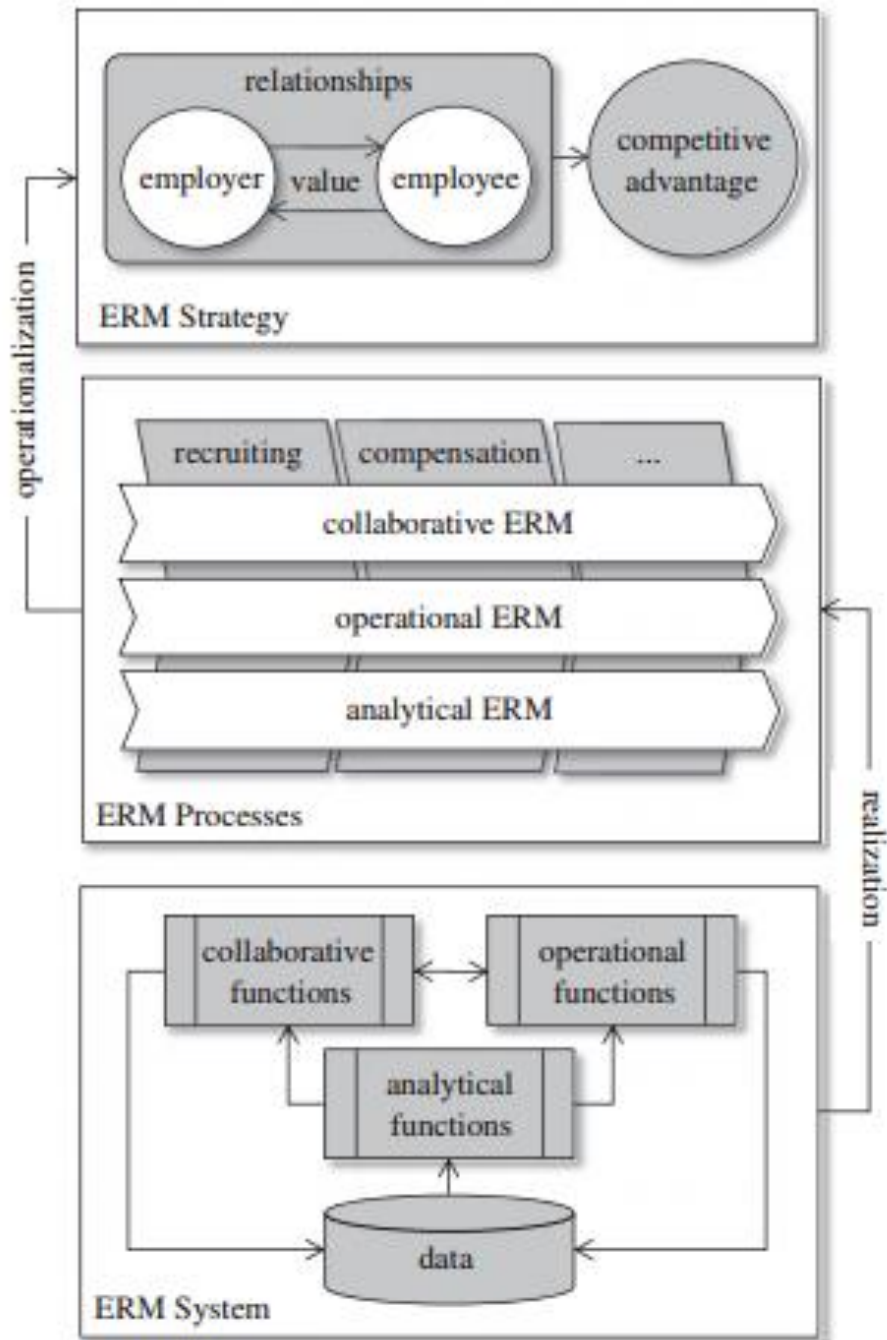
Operational functionalities

- Resemble the functions of current HRIS, while the **individualization** of activities in recruiting, development, compensation etc. constitutes a **peculiarity**.
- **Individualization is crucial for success** but boosts operational effort. In compensation, **individualization can, for example, mean** offering a broader range of different compensation components to meet differing individual expectations.
- These components have to be offered, arranged, administered, etc. mostly automatically using a compensation automation module. In this manner, **ERM systems are necessary to systematically automate** the respective individualized operational activities.

ERM IS functionalities

Analytical functionalities

- Should provide the required **in-depth information** concerning **employee preferences, historic collaborations and operations** and **recommended future** collaborations and operations.
- Within analytical development, the **automated recommendation** of an individualized set of successive training measures and job assignments for each employee constitutes an example of a reasonable recommendatory analysis.
- In this way, **all operational and collaborative decisions within all domains have to be supported by corresponding analytics.**
- **Predictive and recommendatory functions**—such as recommending suitable actions for individual employees should be available.



(Strohmeier, 2013)

ERM importance

- Promotes **commitment, morale** and **trust** in the organization;
- Facilitates employees in **achievement of organizational objectives**;
- Helps in improving **working conditions**, administering effective HR policies, establishing **healthy relations among employees**;
- Inculcates a **sense of belongingness** among employees;
- Minimizes **workplace conflict**;
- Promotes and develops relationships at **employer –employee** level and **intergroup team** and **intragroup team** levels;
- **Motivates** employees;
- Improves the **quality of work life** and minimizes **stress** .

ERM advantages

- Strengthens **corporate communication** and **culture**;
- Fosters **learning** - about company products, services and customers;
- Targets **information** to employees based on their interests and needs – **user personalization**;
- Streamlines **performance management**;
- **Manages resources** creatively;
- Frees the **HR department to concentrate on more strategic tasks**;
- Raises **productivity**;
- Encourages **innovation** levels;
- Reduces **turnover**;
- Reduces **recruitment and training costs**;
- Affords effective and consistent **rewarding**.

Employee Self-Service (ESS)

- An important factor affecting Employee Self-Service (ESS) implementation as well as its effectiveness and efficiency, is **user acceptance**;
- **SAP** is one of the **leading companies offering** self-service systems for employees and managers;
- Employee software provides **personalized information**, tools, and services that **employees need to** – do their work, manage their own life and work events, and focus on contributing to business goals;
- Managers can oversee their employees and budgets more efficiently, make smarter decisions for building and developing the workforce for future success and identify, retain, and reward talent and recruit the right people.

(Karasek, 2015)

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