



What the
best performing
HR teams in Aged Care
are doing 2019.



Introduction

LinkedIn Learning's [2019 Workplace Learning Report](#) has found that 2019 is the year of talent development, with 90% of executives agreeing that learning and development is necessary to the success of a company. An unprecedented spurt of technological development means that the ways in which we work and manage people are rapidly changing, with HR professionals rising to meet this demand.

Furthermore, after surveying 1,200 talent developers (defined as L&D and HR professionals with L&D responsibilities) and over 2,100 workplace learners, the report found that the top seven focus areas for companies in 2019 were:

- Identifying and assessing skills gaps
- Increasing engagement with learning programs
- Developing career frameworks
- Providing consistent and valuable learning to employees globally
- Training for soft skills
- Delivering company-specific insights to close organisational skills gaps
- Understanding the impact of technology and automation on skills development

There is no doubt that HR teams around the world recognise the importance of investing in their most important asset (their people), and that this would be greatly aided with automated technology and processes. And, while current processes or budget constraints might make the switch to tech-based L&D more difficult, the risks of not doing so are more dangerous still.

01

Outdated Processes and a Lack of Tech Investment

As a business leader, learning to use new tools and technology can be frustrating, baffling and time-consuming. For those who already have systems in place, implementing new infrastructure can seem unnecessary, costly, and cause major interruptions to the daily running of the business. “It’s quicker if I do it myself” is a phrase often heard, and given this kind of reasoning, it’s no surprise that many businesses tend to hold on to outdated legacy systems. However, it’s important to realise that this sort of approach is not realistic or sustainable in the long run.

HR does not exist in a vacuum. And, in a society where technology has shaped the very way we shop, listen to music, and consume media, employees expect that same level of technological ease in the workplace.

In Deloitte’s 2019 Global Human Capital Trends Survey, three-quarters of respondents rated the issue of technology in HR as very important, with 21% calling it one of the three most urgent topics their organisation had ever faced. However, despite the near-universal recognition of the importance of streamlined technological systems and increased interest from all stakeholders in businesses, 5% of respondents believed their HR technology was excellent.

In fact, after investing more than AUD\$28.46 billion in HR technology over the last five years, 2.65 percent of survey respondents still reported that their technology is inadequate or only fair at achieving its overall objectives.

Deloitte’s survey found that:

- 5% of respondents believe that their HR technology was doing an excellent job meeting full-time workers’ needs
- 2-3% believed that it was excellent at meeting the needs of alternative or part-time workers
- 35% of respondents were satisfied with their companies’ abilities to deliver the tools and technologies they need to do their jobs

The need to invest in technological HR solutions is crucial, not only for the wellbeing and satisfaction of your employees but for your business as well. The simple fact is that outdated technology (although comfortable and familiar) will increase your business running costs and decrease your levels of productivity, and is not sustainable in the long run.

There exists a myth that HR is often bogged down with simple and repetitive administrative tasks, leaving them with little time to strategise. Studies around the world have supported these anecdotal insights.

Research from G&A Partners found that HR spent:

- 30.45% of time providing HR recruiting, terminations and onboarding services
- 26.1% of time maintaining records
- 16.7% of time developing HR systems and practices

With 73.2% spent on administrative tasks, HR professionals only had the remaining 26.8% to act strategically.

Similarly, a US-based study conducted by West Monroe found that a majority (36%) of HR respondents spent 3-4 hours per day on administrative tasks “such as responding to emails and submitting expense claims”. 34% of respondents spent 1-2 hours per day on admin, and 23% spent more than five hours a day on admin.

A further study conducted by BambooHR found that of the 1000+ HR business leaders surveyed, 60% said they spent more time “performing administrative and maintenance tasks than strategic tasks”.

For decades, businesses have recognised the excessive amount of time spent on administration. Unfortunately, as demonstrated in *Effective Human Resource Management: A Global Analysis* (which analysed data from 1995-2010), there has been little to no change in how HR’s time is spent.

The same study showed that as a result, HR spent less than 15% of its time acting strategically, and contributing to the overall direction and vision of the business. Considering 85% of HR professionals consider practising strategic HR to be important or very important, the current state of operations shows a large disconnect between what HR employees are currently doing, and what they think they should be doing.

“Where does it spend most of its time? It spends it dealing with the implementation and administration of HR policies and practices.”

02

Employees Are Not Engaged

Employee engagement is currently a major concern for many HR professionals, according to a [study by Cascade HR](#), with 40% listing it as their top concern. Ideally, a majority of your employees would be actively engaged with their roles and the company as a whole, constantly seeking ways to improve their output and processes. However, the statistics show us that the reality is very different.

American analytics and advisory company, Gallup, issued their [State of the Global Workplace](#) in 2017, aggregating data from 155 countries collected across three years. Worldwide, the percentage of adults working full-time for an employer and who are actively engaged sits at a low 15%. Two-thirds of employees simply were not engaged, while a further 18% were actively disengaged from their roles.

In Australia and New Zealand in particular, the level of engagement is even lower. Despite reporting a high level of life satisfaction, Australian and New Zealand employees remained uninterested.

“Just 14% are engaged in their job, showing up every day with enthusiasm and the motivation to be highly productive. Another 15% of employees are actively disengaged – not only unhappy at work but determined to undermine their colleagues’ positive efforts. The remaining 71% of employees fall into the ‘not engaged’ category; they show up each day but do just what is absolutely necessary to get through the day – and no more.... Those in leadership positions fared even worse with only one in five leaders engaged in the jobs.”

As the report states, this suggests an astounding amount of wasted potential, and that definite barriers exist to creating high-performing cultures. More than that, disengaged employees have an [attrition rate twelve times higher](#) than that of highly engaged employees, resulting in huge businesses losses due to workflow interruptions and the need to replace employees.

This means that business leaders must be able to identify roadblocks to their employees’ productivity and motivation, whether this is through their management practices, technological policies, or training and education modules. Modern businesses must meet employees where they are - on social media, on mobile, and with self-direction available. Only by disrupting the traditional ways of operating, can business leaders hope to engage their employees in an increasingly-distracting workplace.

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Gallup

03

Employees Are Not Onboarded Properly

The problem of employee engagement starts from the moment the candidate is hired, with [61% of new hires](#) stating that they do not receive any training on company culture or processes. Data from [Glint](#) also shows that “while new hires have significantly higher engagement scores than tenured employees, 40% of employees who experienced a poor onboarding reported feeling disengaged three months later and would not recommend the company to others.”

Naturally, an employee who is not onboarded sufficiently can feel disengaged and disconnected from their company and job. According to a study by Equifax Workforce Solutions, the results can be seen within the first year, with more than [40% of turnover](#) happening within the first month, and another 10% or more leaving before their first anniversary.

In a survey conducted by [Human Capital Institute \(HCI\) and Kronos](#), 60% of HR professionals said that the top purpose for onboarding was to integrate employees into the culture. In contrast however, “people and culture” made up less than 30% of the focus in onboarding programs. In the same study, 75% of respondents said that onboarding practices were underutilised at their company, and nearly 25% of total respondents’ had no onboarding strategy at all.

It is obvious that currently, proper onboarding processes are not receiving enough attention when engaging employees. This may be for a variety of reasons: other matters are given higher priority, the business may lack the resources and technology to adequately onboard staff, or management may think that the existing onboarding process works well (when it doesn’t).

In fact, when surveyed, the three biggest challenges faced by HR managers during onboarding were: inconsistencies in application across the organisation (44%), competing priorities (39%), and measuring onboarding effectiveness (36%).

Interestingly, the above survey by HCI and Kronos illustrated that employees and employers themselves had very different opinions on what constituted effective onboarding.

For example, HR leaders viewed the following activities as most important during onboard:

- Reviewing rules and regulations (75%)
- The company overview (73%)
- Resource orientation - technology, workstation, and building introductions (62%)
- Empowering employees to self-service new hire forms (62%)

Employees, on the other hand, view these sorts of activities as obvious necessities, and instead, prefer strategic activities that will help in the long term such as peer mentoring, access to self-paced training resources, and meetings with key stakeholders.

Regardless of the reason, there is a clear disconnect between the current onboarding practices of employers, and the expectations of their employees, with [88% of employees](#) saying their employer did a poor job with the onboarding process.



04

The Challenge of Remaining Compliant

Compliance training is a necessary part of any workplace and covers a number of areas ranging from OHS, bullying and harassment, social media, regulatory updates, data security, intellectual property and much more. Australian employers are legally bound to take all “reasonably practical” steps to ensure the ongoing health and safety of their employees, as well as ensuring they know their legal rights.

Depending on your specific industry, you may also need to provide further training and ongoing education to remain compliant. For example, in the Aged Care sector, you will need to ensure that your team completes mandatory and continuing health and safety training each year. You will also need to verify that your business process meets current conformance and compliance standards.

The need for employers to compliance training is paramount, especially when the risks of not doing so are legal action and hefty costs to both the individual and the business. These expenses not only include the potential cost of fines and litigation, but also medical attention to staff who may have sustained injuries, compensation for unsatisfactory services, not to mention the cost of repairing any harm done to a company’s reputation.

Despite this, nearly [50% of organisations](#) say that their top policy management challenge is “keeping policies up to date with new and changing regulations”. A large part of this is due to the lack of a proper learning management system. In turn, this exacerbates issues surrounding:

- Training employees on policies
- Policy redundancy and accuracy
- Demands specifically related to legal complaints
- Easy access to current policies and procedures
- Secure document management

For many legal firms, the amount of paperwork and administration needed to track and manage the number of courses each Partner and Associate has completed is immense. And, for a busy law firm, taking time away from billable hours can be hard to justify.

05

A better way for HR teams to operate

After reviewing the opinions of various HR leaders and the statistics around employee engagement and company profits, the following is clear:

- Employees not receiving enough training and development, and are thus, not engaged.
- Lack of engagement leads to employee turnover
- HR are currently spending a disproportionate amount of time on admin tasks that could be automated
- As such, HR does not have the capacity to give employees the engagement they crave
- If HR had more time, they would like to spend this on higher-level strategy

If HR is to move forward and cement its position as a key advisor when it comes to developing company policies, then a solution is needed manages employee relationships while still giving HR the time to focus on strategic solutions.

06

Learning Management Systems provide support for HR in the areas that matter

These days, many businesses are taking advantage of the automated solutions offered by developing technologies. In particular, Learning Management Systems (LMS) have emerged as a learning development solution that both educates employees and gives HR greater insights and control over their operations.

According to [current projections](#), the LMS market is projected to grow from AUD\$13.08 billion in 2018 to AUD\$31.85 billion by 2023. It's part of a [greater trend](#) over the past 16 years, which has seen SMEs increase their use of online learning tools by 900%. Furthermore, it's been predicted that within the next two years, [98% of small businesses](#) will be utilising LMS to deliver their learning requirements.

The fact is that savvy businesses are always looking for ways to streamline their operations and increase their profit margins – and learning management systems achieve both.

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07

Less Admin Work for HR Staff

As previously mentioned, most HR teams spend an inordinate amount of time on administration work. Just as Artificial Intelligence looks to automate talent acquisition, the Robotic Process Automation (RPA) within learning management systems has transformed the ways that HR departments operate. Current RPA technology developers are [targeting 93%](#) of “time-repetitive tasks”, automating many of the existing processes.

For example:

- Although there will be a large initial investment in creating any custom courses, HR managers will be able to create content in advance, thus automating the future delivery of any compulsory training requirements such as compliance training, hygiene, Occupational Health and Safety, onboarding, personal development, skills training, anti-harassment policies and much more.
- Time previously spent on managing employees can now be spent on more rewarding tasks as LMS can automatically schedule prompts for employees to complete certain courses. Moreover self-paced independent learning means that HR no longer need to organise workshops, instructors, employee schedules, travel and accommodation, or worry about the associated costs.
- Record-keeping and maintenance of details like employee progress can also be automated with learning management systems. The completion of tasks and courses will be housed in a single repository, which also allows managers to understand how (and if) training sessions are affecting employee performance.

As stated in a [study on E-HR and the role of HRM by Vakola](#),

“... it is common knowledge that on-line training and e-learning provide a flexible, lower cost solution, which increases the individual’s learning ability as well as the effective evaluation of the development activities.”

The manifold applications of LMS (from training needs assessment and career management to document management and information management) make it an optimal solution for HR departments looking to save time by automating manual workflows.

08

HR Can Strategise with Big Data

It is predicted that by the end of this year, companies will have spent [\\$1,100 per employee](#) on training and development. Employee training and development budgets continue to increase year on year, having grown [33% from 2017-2018](#) and expected to continue. With expenditure in this area trending upwards, directors and CEOs are looking for the return on their investment. It's an instance of conflicting priorities, with [32% of executives](#) agreeing that "demonstrating ROI is the top challenge for the talent development team", while HR teams are already spending a perceived excessive amount of time on reporting and paperwork.

In order to prove the value of their contributions, HR will need to take an evidence-based approach to gathering insights on their learning and development initiatives - assessing current programs, analysing the outcomes and value of said training, and suggesting improvements to increase ROI.

Doing so will become much easier with the prevalence of big data. When applied to learning management systems, "big data" essentially refers to the collection of massive amounts of information. This can include any information regarding how, when and where people work. It is then up to HR to analyse this data, gaining valuable insights and creating a data-driven strategy based on this information.

Clever HR managers will utilise data in unique and interesting ways. For example, by seeing how many

courses an employee has completed (and thus, how engaged they are as a whole), HR could forecast employee retention rates. Historical data could identify the changes that are most likely to result in high performance, recommending appropriate training for employees to close skills gaps and achieve their maximum potential.

Of course, making these predictions will depend on the accuracy of the data submitted, and interpreting it will require HR managers with the skills to read such data. However, once this is achieved, HR will cement its role as a strategic force within the business, able to provide key insights that help develop the practices and processes which will increase employee performance.

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09

Employees are More Engaged

According to [Naz Beheshti](#), “engaged employees are less vulnerable to stress, a significant driver of poor health. Healthy and engaged employees, in concert with a strong workplace culture, are the secret sauce for business success.”

A [study from Gallup](#) found that highly engaged business units saw a 41% decrease in absenteeism and a 17% increase in productivity.

“Engaged employees make it a point to show up to work and do more work.... Engaged workers also are more likely to stay with their employers. In high-turnover organizations, highly engaged business units achieve 24% less turnover. In low-turnover organizations, the gains are even more dramatic: Highly engaged business units achieve 59% less turnover.”

With disengaged employees costing up to [\\$500 billion each year](#), the need to capture and maintain the attention, dedication and loyalty of employees is crucial. Learning management systems have been proven to increase employee engagement rates, with up-to-date training and development, enabling them to achieve their career goals. This level of engagement is achieved on a number of levels.

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Gallup

On-the-Go Learning

The modern employee wants to learn at their own pace. Due to the increasing responsibilities given to staff members, many have reported that they see group training sessions a waste of time.

For those who require training in specific areas, arranging for coaching can involve a great amount of paperwork, waiting, and scheduling. In order to meet employees' needs, businesses must offer opportunities for staff to access education and advice at the point of need. Essentially, give employees what they want, when they want it, where they want it.

With on-the-go learning in such high demand, learning management systems are an obvious panacea, letting staff access training without the need to directly contact HR. A study from [Dashe and Thomson](#) found that compared to instructor-led training, eLearning used 40%-60% less employee time.

More than that, [LinkedIn's Workplace Learning Report](#) showed that learners are more mobile than ever. In fact, mobile learning has increased 5% in the past year, with over 50% of learners preferring the mobile environment.

A sophisticated LMS should be accessible on a range of devices, thereby creating a frictionless online learning experience for the user.

Seamless Onboarding

With the employee onboarding experience playing such a big role in an employee's attitude towards the company, the need for a seamless process becomes more crucial. [Glint](#) has reported that "new employees who experience poor onboarding experiences are eight times more likely to be disengaged."

As it currently stands, [22% of corporations](#) not even possessing a formal onboarding program. Furthermore, [55% of organisations](#) state that they do not even measure the effectiveness of their onboarding programs, thereby preventing any opportunity for future improvement; and at least [10% of companies have not updated](#) their onboarding processes in the past three years.

With [36% of HR teams](#) stating that insufficient technology stifles "their inability to automate and better organize onboarding programs, further inhibiting their ability to train managers in proper onboarding techniques", LMS present a cost-effective and efficient solution.

Furthermore, according to studies conducted by [Glassdoor](#), of those businesses that did update their onboarding processes, new hire retention was improved by 82% and productivity by over 70%. Employees themselves were also surveyed, and were [69%](#) more likely to stay with a business for three years if they experienced positive onboarding process.

A learning management system will not only engage your employees in an interactive and proactive onboarding process, but also save immense amounts of money and time through the automation of these manual tasks. HR teams regain valuable time while employees feel nurtured and encouraged.



Microlearning

Traditional training courses and seminars are often seen as a hassle by employees, thought to take up precious time that could be spent completing their existing workload. The traditional delivery methods of this form of education do not appeal to modern learners either, conveying huge amounts of information all at once.

According to [LinkedIn's Workplace Learning Report](#), despite most employees recognising (and desiring) the need for further education, the main issue is time. Surveys found that 58% of Gen Z, 63% of Millennials and 50% of Gen X wanted to learn new skills but simply did not have enough time.

In fact, in her study titled [The Cost of Interrupted Work](#), researcher Gloria Mark found that employees will work (on average) for 11 minutes before they are distracted by some form of external stimulus such as a phone call or email. Within this 11-minute span, the employee work on a variety of short tasks averaging around three minutes each.

The solution to these new ways of learning are microlearning modules, as delivered through learning management systems.

In their report on the effect of LMS on employee engagement, Software Advice found that most employees (58%) “would be more likely to use their company’s online learning tools if the content was broken up into multiple, shorter lessons”. In short, they found that longer courses were more challenging to digest and retain information, as well as causing major disruption to their day-to-day work.

Microlearning has become extremely popular of late, consisting of bite-sized chunks of information that are delivered on an as needs basis and the benefits of it have actually been studied for decades. In fact, according to the [Journal of Applied Psychology](#) (Vol 87, 2002), “learning in bite-sized pieces makes the transfer of learning from the classroom to the desk 17% more efficient.” When considering the role of microlearning within LMS, the increased accessibility to users, overall higher engagement levels, and increased knowledge retention, making it highly preferable over other forms of learning.

Gamification

With Millennials predicted to make up [over 75% of the global workforce](#) by 2025, companies must interact with employees in ways they are familiar with. Gamification (turning the learning process into a gaming experience through the use of badges, leaderboards, etc.) has swiftly become mainstream in the past decade, with major players like Salesforce, Google and Facebook utilising a gamified approach.

In his book *Gamify: How Gamification Motivates People To Do Extraordinary Things*, Brian Burk, VP of Research at Gartner states that gamification not only benefits employees but companies as well.

“The benefits to the organization are increasing employee skill and knowledge, while employees benefit from increased job satisfaction, growth and personal achievement. Gamification can make learning more engaging and effective, if employees first connect with the learning goal.”

Many scientific studies will reiterate the fact that the reward stimulus within games can reinforce positive behaviours in the employee. When the employee receives the reward stimulus (for example, a high score), the brain increases the release of the neurotransmitter dopamine, resulting in a flood of joy and satisfaction, thereby encouraging the employee to complete the task again. Furthermore, because [games activate the hippocampal areas of the brain](#) which are responsible for information retention, users will find it easier to remember the information learned.

While gamification has been more prevalent within social spheres, it also continues to grow with corporate markets. In fact, [Mordor Intelligence](#) valued the global gamification market at AUD\$7.8 billion in 2019 and predicts it will witness a “CAGR of 30.31% over the forecast period (2019-2024)”



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Brian Burk

Keep Up-To-Date With Compliance Regulations

As an Aged Care Provider, you are legally required to stay up to date with many regulations, with failure to do so including revoking or suspending approval as a provider of aged care services and restricting permission to provide aged care services. Effective learning management systems resolve compliance and regulatory issues in many ways, keeping your business trained and certified to the latest requirements.

According to [data compiled by Navex Global](#), despite the fact that over two-thirds of business recognise the importance of compliance training, this belief has not translated into practice.

- 31% of CCOs do not know, or do not communicate, conduct and culture lessons across their organisations
- 29% of CCOs have not documented, or do not know if they have, formalised compliance roles and responsibilities for their staff
- Only 12% of organisations have an advanced compliance and ethics training program, with nearly 40% rating their programs as basic or reactive.
- Only 29% of organisations report that they assess compliance proficiencies and skills of their staff on an ongoing basis.

By investing in a sophisticated learning management system, your business can prevent common regulatory and compliance issues in a way that is both easy-to-use and cost-effective.

"29% of CCOs have not documented, or do not know if they have, formalised compliance roles and responsibilities for their staff."

For example, in addition to existing compliance requirements, most LMS will allow you to input new compliance laws and regulations directly into the system, updating all employees at the same time. Storing your data within a central location will also ensure consistency across all training, as well as making legacy handovers much more effective. With a minimum amount of effort, your HR will easily be able to track which employees are trained and certified to the latest standards.

Previously disengaged employees will furthermore be benefited by the level of personalisation offered in learning management systems. A good LMS will allow HR to set and monitor learning levels that personalised to each employee, and be able to track any learning or compliance gaps before emailing staff and prompting them to complete their training.



10

Conclusion

Businesses around the world are recognising the value of learning management systems, with a growing number increasing their learning and development budgets.

As of 2019, [82% of Learning and Development](#) staff say that their executives “actively support employee engagement in professional learning.” Furthermore, LinkedIn Learning’s [2019 Workplace Learning Report](#) found a steady increase in learning and development budgets, signally the increasing importance of its role within a business.

The study found a shift from instructor-led learning to online learning, with “59% of talent developers spend more of their budget on online learning and 39% say they spend less on instructor-led training.”

By next year, [98% of businesses](#) are planning on utilising LMS to fulfil their training and development requirements. Although there will also be value in in-person training, intelligent businesses must enable their employees to learn and upskill in ways that will engage their interest and loyalty. Learning management systems provide a cost-effective and elegant solution, benefiting HR, your employees, and your business as a whole.



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