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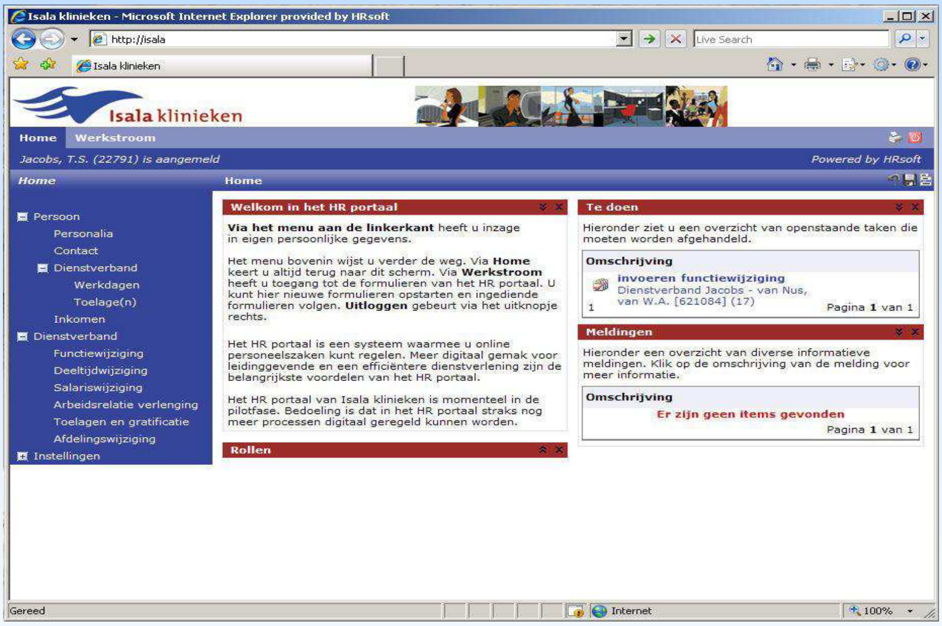
An assessment of the contribution of an HR portal to HR processes

A case study within Isala klinieken



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Human Resource Management

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Isala klinieken

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Preface

This master thesis report is the final document for achieving my master Business Administration at the University of Twente in Enschede. When I started the master I had to choose a track. The choice for the track Human Resource Management was easily made because I have always seen the human resources (people) as a very important aspect of an organization, an aspect that cannot be overlooked. During the master courses I got to know the (research)subject of e-HRM. The fact that digitalization takes place all around us also means that this will have its influence on HRM and I got very interested in how this influence is perceived by people who have to work with new digitalized systems. When I had to choose a subject for my master thesis research, I was very pleased to see that the subject of e-HRM was also part of the possibilities.

This master thesis report is the result of research into the contribution of an HR portal/e-HRM. This research is aimed at creating an understanding of the contribution that an HR portal brings to the administrative processes within an healthcare organization. This research was conducted within an healthcare organization, namely Isala klinieken located in Zwolle, The Netherlands.

The research and the report could not have been created without the help of several persons. I would like to use this opportunity to thank those persons. First, I would like to thank my academic supervisors Dr. Tanya Bondarouk and Prof. Dr. Jan Kees Looise for giving feedback on my report. I would especially like to thank Tanya Bondarouk, because she has always supported me and given me valuable advise. Her feedback has always been very inspiring and optimistic. This inspiration is certainly something that I take with me in my further career. Secondly, I would like to thank my supervisor at Isala klinieken, Mr. Stienstra, for giving me the opportunity to conduct and finalize the research within the organization and letting me attend various meetings in order to get a complete picture of e-HRM in practice within this company. I would also like to thank everybody at Isala klinieken who have taken time to talk with me about the subject of e-HRM/HR portal. Last but certainly not least, I would like to thank family and friends who have been supportive during my master thesis project.

Enschede, 25 March 2009

Frida Evers

Summary

This explorative research is focused on the contribution of an HR portal towards HR processes within an healthcare organization.

Introduction
Information Technology (IT) is becoming very important for organizations. This trend will also be noticeable in the HR field, because HR departments are pressured much more with increasing demands as organizations continue to strive to sustain a competitive advantage. Due to these demands organizations choose to implement e-HRM. The term e-HRM stands for electronic Human Resource Management and this means that it is IT supported Human Resource Management (HRM). When organizations want to implement e-HRM they can for instance choose to implement an HR portal. HR portals are complex information technology (IT) applications that can be accessed by (a selected group of) employees of a given organization. Given the fact that implementing an HR portal is complex and requires a lot of effort, it is important to explore what contribution the HR portal actually has given or will give in an organization. Therefore, the research goal of this study is to assess the contribution of an HR portal towards HR processes. This is examined in a case study organization, namely a large healthcare organization. The main research question is formulated as: *"What contribution does an HR portal bring to the administrative HR processes within a healthcare organization?"*

Theoretical framework
In the theoretical framework an overview of e-HRM and HR portal is obtained in order to contribute to answering the main research question at the end of the research. On basis of relevant literature, e-HRM has been defined as: "*the use of web-technology-based channels to support the execution of an administrative HR process".* The types of e-HRM can be classified as operational, relational, and transformational, but there are others who divide HRM into transactional or transformational work. Then the reasons why organizations choose to implement e-HRM are described. These reasons can also be seen as goals that organizations wish to achieve when choosing for e-HRM. These goals are: (1) improving the strategic orientation of HRM; (2) cost reduction/efficiency gains; (3) client service improvement/facilitating management and employees; (4) improving the global orientation of the organization. Based on the literature, in this research report HR portal has been defined as: *"an administrative IT application that contains HR information accessible for HR professionals, employees, and management, and provides technical support for the users to interact with other users, publish information, or make modifications to the personnel information".* With regard to an HR portal, the choices that organizations can make are relevant. These choices are: (1) Public portal versus corporate portal, (2) A comprehensive integrated approach versus solutions related to specific features, (3) Customized versus standardized, (4) Employee Self Service versus Management Self Service, (5) Portals with emphasis on decision support versus emphasis on collaborative processing (within the corporate portal), and (6) The HR portal newly built versus the "HRIS wrapper" approach. The three goals that organizations strive to achieve with HR portal are the same as the e-HRM goals, namely: (1) Improving the strategic orientation of HRM; (2) Cost reduction/efficiency gains; and (3) Client service improvement/ facilitating management and employees. Although the corporate portal is a recent technology, it holds out a number of promises. These promises are (1) structured access to enterprise information, (2) common and personalized view of enterprise information, (3) high return on investment, and (4) competitive advantage. The 'globalization' goal mentioned in the goals for e-HRM is not relevant for this research, because the focus is on the contribution of e-HRM to the administrative process and therefore not on the globalization of an organization.

In order to obtain an impression about different IT projects, information is given about projects in several sectors. Three cases are presented which provide a general understanding of HR related IT projects within different sectors and give an impression on what might be outcomes and challenges in these projects. These cases are (1) a case study in an Australian public sector organization; (2) Implementation of a personnel management system “Beaufort” at a Dutch hospital (Medinet); and (3) five explorative case studies (Dow Chemicals, ABN AMRO, IBM, Ford, and Belgacom).

From the Technology Acceptance Model (TAM) two important constructs can be obtained that could have influence on the question whether the e-HRM application is contributing from the perception of the user. These constructs are perceived usefulness and perceived ease of use. Perceived usefulness is defined as *the prospective user’s subjective probability that using a specific application system will increase his or her job performance within an organizational context*. Perceived ease of use refers to *the degree to which the prospective user expects the target system to be free of effort*. Further, the data quality is important for the users of a system and this should therefore be included in the influencing factors also. Data quality is defined as *data that are fit for use by data consumers*. The theoretical framework ends with the presentation of the research model that has been supplemented and adapted based on the literature and it is useable for estimating the contribution of an HR portal. The factors that could have influence on the contribution (perceived usefulness, peceived ease of use, and data quality) have been labelled as ‘IT characteristics’.

Research methodology
In the research methodology the research approach is described. This research started as a descriptive study, because based on the observation and document analysis the e-HRM within the case study organization has been described. This study was also explorative. First, because I had to familiarize with the topic of e-HRM, as the subject itself is relatively new. In the end the research model was explored by interviewing the people who had been working with the HR portal in the pilot situation. An important aspect of the methodological choices is the way the constructs of the research model were made measurable, this is called the operationalization. During this operationalization the constructs of the model have been explained and specified and the variables have been defined. Also the scale has been formulated which contains the indicators of the construct. These indicators were made measurable with a number of questions. These questions were self-created on basis of the indicators so they had a connection to the scales. These questions were used for the creation of an interview protocol that was used for conducting the interviews.

The research that is conducted is a case study research, which can be seen as an empirical inquiry that investigates a phenomenon within its real-life context. This case study was a single case (single case study research) and therefore provided the opportunity to fully explore the subject of e-HRM and HR portal in practice, instead of studying several case study organizations broadly. With regard to generalization, the best form of generalization for case studies is analytical generalization, in which a previously developed theory is used as a template with which to compare the empirical results of the case study. Analytic generalization can be used whether the case study involves one or several cases. Therefore, in this research the analytical generalization approach is used.

The data was collected with help of several research instruments, namely a document and observation analysis and qualitative interviews. The qualitative interviews were conducted before and after the HR portal introduction. The data of the documents were analysed on basis of the topics from the operationalization table. The observations were interpreted based on the information that was retrieved from the internal documents analysis. Based on the interviews before the HR portal introduction an analysis could be made of the ‘flow’ of the mutation process and an insight into the time investment that was related to the old way of working was obtained. The qualitative interviews that were conducted after the HR portal implementation contributed to the research findings on the new situation with the HR portal. The interview transcripts from the interviews after the HR portal implementation were studied more in-depth in a so-called content analysis. In this content analysis, the information expressed in the interviews was interpreted based on the topics in the operationalization tables.

Findings/results

In the Findings/results all empirical findings from the case study are presented. At first, the case study organization, Isala klinieken, is presented. Also the HRM function is described, because it is important to know the structure of the HRM function, because the HR portal is concerned with HR processes. Then the reasons for e-HRM are explained, these reasons are: (1) Re-orientation of HRM towards strategic HRM; (2) Improve the provided service to management and employees; (3) Quality improvement (of input); (4) Cost reduction by means of productivity improvement; and (5) Improved employee communication. Based on the findings in the case study organization the research model is adjusted with one extra HR portal goal. This construct is labelled as ‘improved employee communication’. The Findings/results chapter continues with information about the e-HRM project and the HR portal within Isala klinieken. Finally, the experiences of users who use the HR portal for the administrative HR process are presented. The research findings with regard to the HR portal goals, which are HR roles, perceived time investment, perceived quality of service/support, and perceived quality of communication (via HR portal) and with regard to the IT characteristics, which are perceived usefulness, perceived ease of use, and data quality are described in this section.

Discussion

In the discussion the research findings are discussed and reflected on. Also a refined research model is presented. Further, research limitations and suggestions for future research are given.

Conclusions and recommendations

The conclusions and recommendations with regard to the contribution of the HR portal are presented in this chapter. First, the generic conclusions, which are expected to apply to all e-HRM projects, are described. Then the conclusions specifically for the case study organization are described. These conclusions are presented in line with the constructs in the research model. Overall, it can be stated that the most important gain is the fact that the HR process is digitalized. The HR portal is modern and fitting to the current time. Due to the HR portal, there is more transparency and overview. It is handy, pleasant, and easy to work with. Further, it contributes a lot that it is clear to all users to whom to go for service and support. The information transfer within the system is perceived as very good.

But there are also still some aspects that need to be improved in order to achieve a higher contribution of the HR portal. Therefore recommendations for Isala klinieken have been formulated. On basis of the conclusions, the recommendations specifically for the case study organization have been created. These recommendations are in order of importance: (1) Conduct an evaluative research one year after HR portal introduction; (2) Communicate clearly to all users about the developments within the HR portal; (3) Provide the possibility for regular extra trainings sessions towards new employees or towards users who wish to refresh their knowledge; (4) Examine if there are possibilities to reduce the waiting time of the employee who has to confirm on the mutation by e-mail; (5) Examine critically whether there is enough employee capacity and knowledge available to provide technical support towards users of the HR portal; (6) Search for possibilities to reduce the time that users need to check the HR portal; and (7) Accompany and assist the PA employees in the changes that are created by the HR portal introduction. It is important that these recommendations are taken into consideration, because it is expected to greatly influence the contribution of the HR portal.

Table of contents

Figures

Tables

Explanatory word list

In this list the abbreviations, acronyms, and specific terms which are used often in this report are explained. This list is located in the beginning of this report because knowing the meanings of these terms beforehand contributes to a better understanding of this report.

Bedrijfsbureau:	Specific departments within the case study organization, which are located decentrally under the caring groups and which contain for example the P&O employees and (senior) P&O advisors
Beaufort:	Specific software system (HRIS system) which contains personnel data
E-HRM:	Electronic Human Resource Management
ESS :	Employee Self Service
HRIS system:	Human Resource Information Service/System
HZT'er:	Head of the caring team (in Dutch: hoofd zorgteam)
IT:	Information Technology
MSS :	Manamagent Self Service
Officelink:	A specific application which provides the possibility to create letters with the help of Beaufort (applicable to the situation before the introduction of the HR portal within the case study organization)
PSA:	Personnel, Salary, and Administration (specific department within the case study organization)
P&O	Personnel & Organization

1 Introduction

In recent years, the World Wide Web has revolutionized the way individuals in organizations access information (Ruta, 2005). Information Technology (IT) seems to become an important business component for organizations. This trend will also be noticeable in the HR field. Also the HR departments are pressured much more with increasing demands as organizations continue to strive to sustain a competitive advantage. Due to these demands organizations choose to implement e-HRM. The term e-HRM is used for IT supported Human Resource Management (HRM). The character 'e' in the word e-HRM stands for 'electronic' (Kluytmans, 2001, p.457-458). HRM involves all management decisions and actions that affect the nature of the relationship between the organization and employees- its human resources (Beer, Spector, Lawrence, Mills, and Walton, 1984, p.1). Surveys of HR consultants suggest that both the number of organizations adopting e-HRM and the depth of applications within the organizations are continually increasing (e.g. Cedar Crestone, 2005; cited in Strohmeier, 2007, p.19). This increasing depth refers to the extending functional possibilities that an application has. Some researchers (e.g. Strohmeier, 2007, p.34) recognize e-HRM as an innovative, lasting and substantial development in HRM that results in new phenomena and major changes. These researchers also view e-HRM as a new and intriguing field of research at the intersection of human resource management and information systems. In order to execute the concept of e-HRM, an HR portal could be used. An HR portal is a IT (information technology) solution which can help organizations to realize e-HRM in practice.

HR portal

HR portals are complex information technology (IT) applications that can be accessed by (a selected group of) employees of a given organization (Firestone, 2003; cited in Ruta, 2005). By placing more applications and information online, HR portals reduce the reliance employees have on HR personnel. Often located on company intranet systems, HR portals are vehicles through which HR information and applications can be channelled effectively and efficiently (Firestone, 2003; cited in Ruta, 2005). Implementing an HR portal is a complex process because it requires firms to manage both significant changes for the employees as well as technological challenges for the organization's project installation team (Ruta, 2005).

Research goal

The research goal of this study is to assess the contribution of an HR portal towards HR processes. This is examined in a case study organization, namely a large healthcare organization. Qualitative research is conducted during this study.

Research problem

E-HRM and also the concept of HR portal are relatively new topics of research. Not much has been written about HR portals and (Employee/Management) Self Service. Information about HR portals in the healthcare sector is also hard to find. It is difficult to get information about the returns on investment (ROI) of an HR portal or about what the contribution of e-HRM exactly is. It is also difficult to find information about the advantages of an HR portal. It is acknowledged that practice- and consultancy-based e-HRM research started earlier than academic research (Ruël and Bondarouk, 2005).

Main research question

HR portals are implemented by organizations with certain expectations and goals that are related to the increasing demands that are placed on HR departments. Given the fact that implementing an HR portal is complex and requires a lot of effort, it is important to explore what contribution the HR portal actually has given or will give in an organization. Is it worth the effort that is made by so many organizations? The focus of this research lies on the contribution of HR portal towards administrative HR processes within a healthcare organization. I had the opportunity to examine this within a case study organization. The main research question is therefore formulated as:

"What contribution does an HR portal bring to the administrative HR processes within a healthcare organization?"

The case study: Isala klinieken
For conducting a research into the contribution of an HR portal, a healthcare organization in Zwolle (the Netherlands) is investigated as a case study. Isala klinieken is, according to their information, the largest not-academic hospital in the Netherlands. The organization is currently conducting an implementation process of an HR portal that is based on a web based application. It is a project that has several phases and will continue over many years. This master thesis research takes place in the first phase of the implementation of the HR portal. This phase covers the digitalization of an HR process that entails paper mutation forms that provide possibilities to make changes in the employee labour contract. A pilot of the first phase of the HR portal implementation is going to take place with a selected group of people within Isala klinieken. Based on this pilot, the contribution of an HR portal will be explored in this master thesis report.

Research approach
In order to answer the main research question more information is needed about e-HRM and HR portal. For achieving an understanding of e-HRM and HR portal relevant literature about this subject is collected. Based on the literature, a definition of e-HRM and HR portal is created that could provide insight into the goals and promises of e-HRM and HR portal. Based on relevant literature about HR portal, the types of e-HRM and HR portals are described. Furthermore, the factors that could also be influencing the contribution of the HR portal are studied. Based on the insights found in the literature a research model is created. In order to explore the contribution of an HR portal in the case study organization, the case study organization is researched by means of a document and observation analysis. Based on this analysis the case study organization and, for example, the e-HRM project and its motivation are described. On basis of these findings, the research model can, if necessary, be improved. In order to assess the contribution of an HR portal a selected group participating in the pilot will be studied in order to get insight in their perceptions on the HR portal. On basis of this research, the contribution of the HR portal is explored.

Preliminary research model
On basis of the main research question and the research approach a preliminary research model is created. On basis of my current insight (as this is under investigation), in the first block the goals of the HR portal are the starting point. These goals are the reasons why organizations choose to implement e-HRM and these goals are therefore expected to have a strong connection to the perceived contribution in the end. The possible influencing factors also have to be examined, because these factors could influence the perceptions on the contribution of an HR portal.

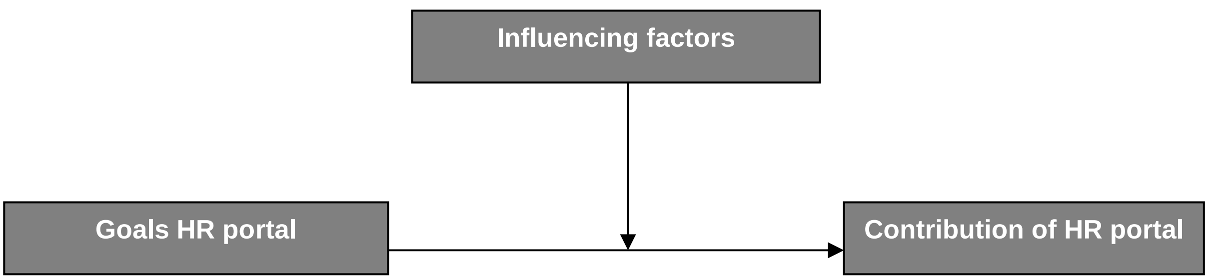

Figure 1: Preliminary research model

Relevance of the research

Social relevance

The society is changing, more and more aspects of the current way of life are digitalized or supported by Information Technology (IT) in order to make communication easier and service quicker. The World Wide Web has made a huge contribution to this. People are getting used to buying products on the Internet and talking to people online, for example by e-mail. The work place cannot be left behind and also in this setting more and more digitalization takes place. Now it appears to be time for the HR processes to be digitalized. The promises for HR professionals are worthwhile (for example: more time for strategic issues, less time investment, better service), but does this digitalization of HR processes (e-HRM) hold up to his promises, does it contribute? This research will give an answer to this socially relevant question.

Scientific relevance

The subject of e-HRM and especially HR portal is relatively new and not much has been written about it. Especially with regard to the concept of 'HR portal' this research can contribute to the various literature by explaining this form of e-HRM from practice in a case study organization. This research also contributes to new research with the model that is created in order to define the contribution of e-HRM. This will give other researchers also insight into relevant variables that can be used in order to estimate the contribution of e-HRM or HR portal within another context. Other researchers (e.g. Anderson, 2003; cited in Strohmeier, 2007) have stressed that current research in consequences draws a rather optimistic picture of e-HRM, future research should also explicitly head possible downsides. This will provide a balanced picture of e-HRM and will prevent research from the "pro-innovation bias", i.e. taking for granted that innovative electronic solutions are principally better than existing, conventional activities (Anderson, 2003; cited in Strohmeier, 2007, p.33) This research wishes to contribute to a realistic picture of the advantages of e-HRM.

2 Theoretical framework

In this chapter an overview of e-HRM and HR portal is obtained in order to be able to answer the main research question at the end of this research. Therefore, the first section of this chapter elaborates on e-HRM. A definition for e-HRM is formulated and the different types of e-HRM are explained. Also the goals are explained in order to give insight in why organizations choose to implement e-HRM. In the second paragraph the concept of HR portal is explained. Also a definition of HR portal is created. Further, the types of portals, the goals and the advantages of HR portal are explained. Then, based on cases from the literature, e-HRM and HR portal within different sectors is described. In the fourth paragraph the influencing factors are described. This chapter ends with the presentation of the research model that has been supplemented and adapted based on the literature and that is useable for estimating the contribution of an HR portal.

2.1 E-HRM

As mentioned briefly in the introduction of this report, nowadays HR departments are charged with simultaneously being strategic, flexible, efficient, and customer-oriented (Lepak and Snell, 1998). Due to these demands, organizations choose to implement electronic Human Resource Management (e-HRM). Also, the rapid development of the Internet during the last decade has increased the implementation and application of electronic Human Resource Management (e-HRM) (Strohmeier, 2007). Organizations with strategic human resources have implemented an increasing number of electronic HR (e-HR) solutions for redesigning HR processes and reducing the administrative role of the HR department (Crandall & Wallace, 2002; Lepak & Snell, 1998; Walker, 2001; cited in Ruta, 2005). The question whether HR should be more digital is becoming very important for organizations. Some researchers point out that words are becoming even more provocative, when some say that the question whether HR should become digital already is outdated: HR must become digital! (Ruël, Bondarouk, Looise, 2004, p.365). Some researchers claim that e-HRM is a way of 'doing' HRM (Ruël, Bondarouk, Looise, 2004) or in other words: e-HRM is not a specific stage in the development of HRM, but a choice for an approach towards HRM (Bondarouk and Ruël, 2005, p.5). In the literature different terms are used that possibly carry a similar meaning to the term e-HRM, for example virtual HR(M) (Lepak & Snell, 1998), or business-to-employee ("B2E") (Huang, Jin & Yang, 2004; cited in Stohmeier, 2007), HR intranet, web-based HR, computer-based human resource management systems, and computer-based human resource management systems (CHRIS), and HR portal (Ruël, Bondarouk and Looise, 2004). With e-HR, the target group is not only the HR staff, but people outside this department: the employees and management (Ruël et al., 2004). With an e-HRM application information that was in the past only accessible for HR staff becomes accessible for employees and management.

2.1.1 Defining e-HRM

A definition of e-HRM has to be created in order to clarify what e-HRM exactly is. In the literature various definitions of e-HRM were found and these are listed in the table on the next page. This table helps to create a clear understanding of the various definitions that can be found in the literature. With help from the definitions in this table and the provided insights a definition will be formulated that is more appropriate for this master thesis.

Author(s)	Definition	Main elements
Bondarouk and Ruël (2005)	"E-HRM: the directed and IT-networked communications from the employer to employees about HRM content" (p.4)	▪ IT-networked communications ▪ Towards employees ▪ HRM content
Kluytmans (2001)	"E-HRM is het ondersteunen van HRM door gebruik te maken van Internettechnologie" (p.549) (Translation: "E-HRM is using Internet technology to support HRM")	▪ Internet technology ▪ E-HRM supports HRM
Lepak and Snell (1998)	*"Virtual HR*: a network-based structure built on partnerships and typically mediated by information technologies to help the organization acquire, develop, and deploy intellectual capital" (p.216)	▪ Network-based/ partnership ▪ Information technologies to help the organization ▪ Intellectual capital
Ruël, Bondarouk and Looise (2004)	"E-HRM is a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels" (p.365, 366)	▪ E-HRM is a way of doing HRM ▪ Web-technology-based channels
Shrivastava and Shaw (2004)	" "HR technology": any technology that is used to attract, hire, retain, and maintain talent, support workforce administration, and optimize workforce management" (p.202)	▪ Technology ▪ Used for various purposes ▪ Support
Strohmeier (2007)	"E-HRM is the (planning, implementation and) application of information technology for both networking and supporting at least two individual or collective actors in their shared performing of HR activities" (p.20)	▪ Information Technology ▪ Networking ▪ Supporting ▪ HR activities

Table 1: Defining e-HRM

The main element of all definitions is that e-HRM is connected to (Information/Internet) Technology. This is comprehensible due to the fact that e-HRM has an electronic ('e') element which can be achieved by using IT (Information Technology) solutions. Some even explain the IT solution more in detail as 'web-technology-based-channels' (Ruël et al., 2004). Almost all definitions stress the fact that e-HRM is related to creating networks or is put on a network. This probably refers to the accessibility to various parties in the system, but is not mentioned as such by most. Although some mention the involvement of employees (Bondarouk and Ruël, 2005). 'Support' is also often mentioned as a main element in the definitions. Support in the definitions is most of the time connected to HRM (HRM content or HR activities), but sometimes also to individual or collective actors (Strohmeier, 2007), and in some cases the support is mentioned in relation to the workforce administration (Shrivastava and Shaw, 2004) or the support ('help') is related to the requiring and developing of intellectual capital (Lepak and Snell, 1998). It appears that 'support' is an element that can be adjusted towards the specific topic of research. In summary, all main elements: 'support to HRM', 'Information technology', and 'networked' are important in defining e-HRM.

To recap, this report focuses on the contribution of an HR portal towards an administrative HR process. In the context of this research 'HRM support' can therefore be adjusted towards 'support with HR processes'. The focus of some (Lepak and Snell, 1998) on the intellectual capital is not relevant because this has more to do with using e-HRM as a means/a tool with which employees can develop their competences and this is not the type of HR portal on which this research is focused. The term ‘web-technology-based channels’ (Ruël et al., 2004) gives a clear understanding of what is meant exactly with Information Technology, a main element of all other definitions. Considering the research context , also the emphasis on the ‘support in relation to workforce administration’ is relevant. Based on the main research question and the main elements found in the various e-HRM definitions, in this research e-HRM is defined as:

“the use of web-technology-based channels to support the execution of an administrative HR process”

2.1.2 Types of e-HRM

According to some researchers, there are three areas of HRM that can be distinguished where organizations can choose to ‘offer’ services (Wright, 1997; cited in Lepak, Bartol, Erhardt, 2005). These areas are operational HRM, relational HRM, and transformational HRM (Lepak and Snell, 1998; Bondarouk and Ruël, 2005). These areas could also be considered as types of e-HRM, especially since e-HRM is a specific approach towards a type of HRM. The first area, operational HRM, concerns the basic HR activities in the administrative area. One could think of salary administration (payroll) and personnel data administration. The second area, relational HRM, concerns more advanced HRM activities. The emphasis here is not on administering, but on HR tools that support basic business processes such as recruiting and the selection of new personnel, training, performance management and appraisal & rewards. Transformational HRM, the third area concerns HRM activities with a strategic character, such as activities which concern organizational change processes, strategic re-orientation, strategic competence management, and strategic knowledge management. The areas mentioned could also be considered as types of HRM that can be observed in practice. In some organizations, the HRM emphasis is on administration and registration, in others on the application of operational HRM instruments, and in a third group the HRM emphasis is on its strategic role. Within all the types of HRM, choices can be made in terms of which HRM activities will be offered face-to-face, and which will be offered through web-based HR (e-enabled). In practice in most organizations these types are mixed (Ruël and Bondarouk, 2005).

There are others (e.g. Ulrich, 2007) who claim that HR departments increasingly are split into transactional work and transformational work. Transactional duties are standardized routine and administrative, and are handled through service centers, e-HR, and outsourcing. Transformational work, which is differentiated and strategic, is centered in embedded HR and HR centers of expertise (Ulrich, 2007, p.1). This is a classification into two types of HRM areas.

2.1.3 Goals of e-HRM

To understand the reasons why so many organizations choose to implement e-HRM, it is important to understand the factors that contribute to an increased interest. ‘Four pressures’ of virtual HRM have been identified in the literature and have been ‘confirmed’ in a scientific article (Lepak and Snell, 1998):

1. HRM departments are asked to focus on strategic questions;
2. HRM departments need to be flexible in terms of policymaking and practices;
3. HRM departments should work efficiently and be aware of costs;
4. HRM departments should be service-oriented towards management and employees.

As mentioned briefly at the beginning of this chapter, in short it could be stated that HR departments are charged with simultaneously being strategic flexible, efficient, and customer-oriented (Lepak and Snell, 1998).

Other researchers conclude that the goals of e-HRM are mainly to improve HR's administrative efficiency and to achieve cost reduction. The four 'pressures' can be reduced to three types of goals (Ruël, Bondarouk, and Looise, 2004, p.367), namely: (1) improving the strategic orientation of HRM, (2) cost reduction/efficiency gains, and (3) client service improvement/facilitating management and employees. These three objectives are in line with the conclusion that many companies who had invested in e-HRM were driven by the aim of improving the strategic role of HRM, reducing administrative HR work, and improving employees' satisfaction with HRM services. This was concluded by the annual study on e-HRM in the United States (conducted by the consultancy firm Watson Wyatt, results from 2002; cited in Ruël, Bondarouk, and Looise, 2004). Also from other literature it appears that these three types of goals are the main goals for e-HRM in organizations. Therefore, below the three goals are elaborated, supported with explanations from other literature.

1. Improving the strategic orientation of HRM

The Human Resource Management (HRM) function has changed dramatically over time evolving from the traditional administrative function primarily responsible for payroll processing to a more strategic direction of human capital management that can add value to an organisation (Malis, 1998, Walker, 2001; cited in Hawking, Stein, Foster, 2004, p.1017). A study of 1050 companies by the Hackett group (1998; cited in Lepak and Snell, 1998) shows that HR professionals typically devote less than a third of their time to the most crucial strategic HR initiatives (e.g. employee development, hiring the best people, training, career management, performance management) (PR Newswire 1998; cited in Lepak and Snell, 1998). Most HR practitioners spend time in the support and service roles contrasted to the consulting and leadership roles. According to Walker (1994; cited in Conner and Ulrich, 1996), companies want to emphasize the consulting and leadership roles.

HR departments are being called upon to play a much more strategic role in organizations (Ulrich, 1996, Beatty & Schneirer, 1997; cited in Lepak, Bartol, Erhardt, 2005, p. 140). So improving the strategic orientation of HRM becomes very important. No longer can HR professionals simply focus on monitoring and updating policies and procedures or perform hiring, selecting, training, compensation in isolation. Rather, they are increasingly expected to simultaneously become much more flexible, responsive, efficient, and, ultimately, make a strategic contribution to their company (Lepak et al., 2005, p.140). IT can influence the *operational* aspects of HR by streamlining operations and alleviating much of the administrative burden (Snell, Pedigo, and Krawiec, 1995; cited in Lepak and Snell, 1998). Information technology has been cited as a critical driver of HR's transition from a focus on administrative tasks to a focus on serving as a strategic business partner. This strategic role not only adds a valuable dimension to the HR function, but also changes the competences that define the success of HR professionals (Bell, Lee, Yeung, 2006, p.295). There are survey based findings showing HR professionals spent less time on routine tasks, but had to spend additional time on information technology related activities and on developing information technology related qualifications (Gardner, 2003; cited in Strohmeier, p.27). In line with this, two case studies examining self service applications also reveal changing roles for line managers and employees since these systems constitute central parts of every day work that cause considerable extra time (Hawking et al., 2004; Ruël et al., 2004; cited in Strohmeier, p.27).

However, it is important to note that not all companies are utilizing information technology to move HR towards becoming a strategic business partner. "[S]ome companies may be investing in IT simply to reduce transaction costs and reduce the size of HR" (Lawler and Mohrman, 2003, p.22; cited in Bell and Lee, 2006, p.306).

2. Cost reduction/efficiency gains

A goal of e-HRM is achieving cost reduction, because as HR has evolved the level of associated administrative duties has increased proportionally. There are hints from case studies that support the assertion of increased productivity due to e-HRM. These studies generally indicate a reduction of HR staff, faster-processes, cost reduction, and a release from administrative burdens resulting from automation (Hawking et al., 2004; Ruël et al., 2004; Ruta, 2005; cited in Strohmeier, 2007, p.27). On the other hand, savings within the HR department are also an effect of simply shifting responsibilities from HR to line managers and employees (Ruël et al., 2004; cited in Strohmeier, 2007, p.27). Some research estimates that as much as 70% of HR personnel time is spent on administrative duties (Barron, 2002; cited in Hawking et al., 2004). This has been estimated to represent a cost of up to $US1700 per employee per year (Khirallah, 2000; cited in Hawking et al., 2004). IT can help reduce costs and improve productivity by automating routine tasks and practices (Snell, Pedigo, and Krawiec, 1995; cited in Lepak and Snell, 1998). However, the time savings achieved with e-HRM cannot be directly translated into actual financial benefits, since it is difficult to say whether the time feed up was used for a productive purpose, resulting on more effective tasks (Dias, 2001, p.285). It has been further estimated that HR paper forms cost $20-$30 to process, telephone based HR forms cost $2-$4 to process but Internet based HR forms cost only 5-10 cents (Wagner, 2002; cited in Hawking et al., 2004). A cost reduction could be achieved by switching towards an internet based HR form. In an attempt to exploit the above mentioned cost differences companies have looked to the Internet for the solution (Hawking et al., 2004). HR functions are being asked to take a hard line on costs. Managers are increasingly being asked to prioritize where they can best utilize their time, talent, and resources, and where they can find place to cut (Lepak and Snell,1998).

3. Client service improvement/facilitating management and employees

While everything else around the HRM department may be changing, HR functions are still being asked to maintain their role as service provider to managers and employees (Lepak and Snell, 1998). The roots of HR, of course, go back to these technical-functional roles, and responsibility for employment relationships will likely continue to be the foundation of HR (Ehrlich 1997, Kerr, & Von Glinow 1997; Ulrich 1997; cited in Lepak and Snell, 1998). IT can influence *relational* aspects of HR by increasing the timeliness and service levels with employees and managers, as well as outside partners (Snell, Pedigo, and Krawiec, 1995; cited in Lepak and Snell, 1998). But still, these goals seem to be somewhat contradictory, because it is difficult to achieve efficiency and at the same time achieve a client service improvement (Lepak and Snell, 1998). Other researchers (Ruël et al., 2004) also found it surprising, because it is questionable whether an improvement in HR service to employees and line management can coexist with an improved efficiency (for which read decreasing costs) (Ruël et al., 2004, p.374).

But some researchers (Ruël et al., 2004) also found that starting to work with e-HRM seems to be connected with the process and globalization aims of companies. These researchers recognized this goal and added it to the other three goals (Ruël et al., 2004\). This leads to a fourth goal of e-HRM, namely:

4. Improving the global orientation of the organization

E-HRM is in the context of globalization seen as an instrument to globalize the company, or in other words to standardize/harmonize the HR policies and processes (Ruël et al., 2004). The term globalization can be used, but also international human resource management (IHRM) (e.g. Schuler and Tarique, 2007; Sparrow, 2007), global human resource information systems (global HRIS), global information system (GIS) (e.g. Akmanligil and Palvia, 2004) are terms mentioned frequently with regard to this subject. IT is expected to help companies standardize their HRM when they have many different geographic locations. Companies who are ‘globalizing’ their HR appeared to produce a tendency to centralize HR policy responsibilities at company headquarters and responsibilities for applying HR responsibilities were decentralized, placed in the hands of line managers and employees (Ruël et al., 2004). What became clear, related to this aspect, is that institutional aspects of the organizational environment are a complicating factor in global e-HRM initiatives (Ruël et al., 2004, p.378). The differences in laws and regulations in the countries can have a substantial impact on the complexity of introducing e-HRM. Other researchers also support the statement that organizing the activities and aligning the tasks and mindsets of people that are so far apart and to change the way that business is conducted through the use of IS [Information Systems] is a major challenge (Akmanligil and Palvia, 2004, p.45). Globalization brings forth the challenge of coordinating their activities on a worldwide basis, mostly through using IT. Globalization drastically increases the complexity of the development process by introducing many new variables and unknowns (Akmanligil and Palvia, 2004, p.46). Although there are many challenges in the implementation of e-HRM to improve an organization’s global orientation, the advantages for multinational companies are expected to be substantial.

In reflection, in this paragraph I tried to obtain an understanding of the concept of e-HRM. First, I created a definition of e-HRM based on the insights provided from literature. E-HRM has been defined as: “*the use of web-technology-based channels to support the execution of an administrative HR process”*

Later I discovered that the types of e-HRM can be classified as operational, relational, and transformational, but there are others who divide HRM into transactional or transformational work. These classifications are orientated towards the activities which users perform (for example administrative or strategic activities). It can be questioned however if this is a good typology to use for e-HRM, because there are a lot of HRM tasks which contain all three (or two in the case of Ulrich‘s typology) elements which makes it difficult to choose between the different types of e-HRM. Then I looked at the reasons why organizations choose to implement e-HRM, these reasons can also be seen as goals that organizations wish to achieve when choosing for e-HRM. These goals are: (1) improving the strategic orientation of HRM; (2) cost reduction/efficiency gains; (3) client service improvement/facilitating management and employees; and (4) improving the global orientation of the organization. In summary of these goals, it can be stated that the application of the Web-technology-based channels to the Human Resource function (e-HRM) combines two elements: one is the use of electronic media and the other is the active participation of employees in the process (Hawking, Stein and Foster, 2004). These two elements drive the technology that helps organizations lower administration costs (2. *cost reduction/efficiency gains*), improve employee communication and satisfaction, provide real time access to information while at the same time reducing processing time (*3. client service improvement/ facilitating management and employees*). This technology holds out the promise of challenging the past role of HR as one of payroll processing and manual administrative processes to one where cost efficiencies can be gained, enabling more time and energy to be devoted to strategic business issues (*1. improving the strategic orientation of HRM)*. As a final goal the improvement of the global orientation of an organization was discovered. Returning to the main research question and the main goal of this research it can be stated that the ‘globalization’ goal is not relevant here, because this research is focused on the contribution of e-HRM to the administrative process and therefore not on the globalization of an organization.

2.2 HR portal

As mentioned briefly in the beginning of this chapter, HR portal is by some researchers considered to be another term that possibly carries a similar meaning to the term e-HRM (Ruël, Bondarouk, Looise, 2004). It is clear that there is a link between e-HRM and HR portal, but also looking at the definitions it seems that HR portal is a more specific execution of e-HRM. Therefore, in my opinion, the HR portal can be considered to be a means in achieving or conducting e-HRM. In my opinion, the HR portal is a technology tool that helps to realize e-HRM in practice.

In the literature, a 'portal' is often connected to knowledge management or information management (Dias, 2001; Raol et al., 2003; White, 2000). The portal in that context is approached as a source of information and is not explicitly connected to HRM. Portals have been defined as Corporate Portals, Customer Portals, Employee Portals, or Enterprise Portals (Hazra, 2002). Due to technology advances and the wide dissemination of information, many institutions suffer from information overload and need to apply information management to deal with this information chaos in the digital world and in that context a new concept has appeared: the corporate portal. "The corporate portal […] which integrates structured data from operational databases, supplying access to corporate information through a personalized interface, available over the internal hypertext network- the Intranet". (Dias, 2001, p.270). The portal's purpose is to display and supply business-specific information, in a certain context, helping users of corporate information systems find the information they need to face their competitors (Reynold & Koulopoulos, 1999; cited in Dias, 2001, p.276). This portal can be seen as an instrument which contains information relevant for good decision making. While the functionality of each of these portals may differ from each other, the ultimate focus has been directed towards delivering an electronic workspace for business professionals involved in their areas of interests. In other words, the primary objective of developing portals may vary from one organizations to another (Hazra, 2002, p.623).

The corporate portal product market is relatively young because it only started in early 1998. The term "enterprise information portal" was defined for the first time in a Merril Lynch report, elaborated by Shilakes and Tylman (1998; Dias, 2001). Given its short history, the enterprise portal market is very immature and it is crowded with vendors offering different capabilities (Phifer, 2000; cited in Raol et al., 2003). Considering its recent nature, the terminology related to the corporate portal has not been settled yet. The terms "corporate portal", "corporate information portal", "business portal" and "enterprise information portal" are used, sometimes, interchangeably as synonyms. The process of definition of corporate portals, as any other business-oriented strategy, is a political process, that is, an attempt to persuade the user community and the information technology (IT) investors that one definition is more adequate than another one, favouring the interests of one consultant or vendor over his competitors (Firestone 1999; cited in Dias, 2001, p.274). The term HR Information Service or HR Information System (HRIS) is also still used in the context of portals and e-HRM (for example by HR Focus, 2001).

2.2.1 Definitions of (HR) portal

There are quite a few definitions that can be found for the concept of 'portal' which are not connected to HRM. All are mentioned in one article (Dias, 2001), who identified different types of portals found in literature. Because the number of definitions for the concept of HR portal were limited the insights for the portal are also very relevant. The definitions of portals are mentioned in the table on the next page.

Author(s)	Definition	Main elements
Shilakes and Tylman (1998; cited in Dias, 2001)	"Enterprise information portals are applications that enable companies to unlock internally and externally stored information, and provide users a single gateway to personalized information needed to make informed business decisions" (p.274)	▪ Information portal ▪ Single gateway ▪ Contains internally and externally stored information
Eckerson (1999; cited in Dias, 2001)	"Business portal" – and define it as an application able to provide business users with one-stop shopping for any information they need inside or outside the enterprise" (p.274)	▪ For business users ▪ One-stop ▪ Inside or outside enterprise information
Murray (1999; cited in Dias, 2001)	"Corporate portals must connect us not only with everything we need, but with everyone we need, and provide all the tools we need to work together" (p.274)	▪ Connection to everything ▪ Connection to everyone ▪ Provide all tools
White (1999; cited in Dias, 2001)	The corporate portal "provides a single point of entry to any piece of business information regardless of where it resides" (p.283)	▪ Single point of entry ▪ Business information
Viador (1999; cited in Dias, 2001)	Viador defines enterprise information portals as "applications that enable companies to provide access to internally and externally stored information, and offer users within and external to the enterprise a single window to personalized information needed to make informed business decisions" (p.275)	▪ Access to internally and externally stored information ▪ Single window ▪ For business decisions
Plumtree Software (2000; cited in Dias, 2001)	"Corporate portal as a system which is able to bring together in one simple, personalized web page, all the information and productivity tools relevant to corporate users, hosting dynamic applications, such as online reports, e-mail, schedules, calendars, and business services" (p.275)	▪ Personalized web page ▪ Information and productivity tools ▪ Corporate users

Table 2: Defining portal

All definitions of portal contain 'information' as main element, which underlines the fact that a portal is used as a source for information. In the main elements most definitions point to a 'single entrance point' (single gateway, one-stop, single point of entry, single window, personalized web page) (except for: Murray, 1999; cited in Dias, 2001) for accessing the portal. Mostly the users are mentioned as 'users', except for one case where they are called 'business users', which underlines that the portal is intended for employees in a company. Some definitions point out the fact that portals should contain all necessary (information and productivity) tools (Plumtree Software, 2000; cited in Dias, 2001) or a connection to everyone and everything (Murray, 1999; cited in Dias, 2001).

The portal concept can also be used in the context of (e-)HRM practices and is then usually called HR portal (Ruta, 2005; Firestone, 2003) or sometimes employee portal (Shrivastava and Shaw, 2004). In this context the term "HR technology" is also mentioned. "HR technology" is defined as any technology that is used to attract hire, retain, and maintain talent, support workforce administration, and optimize workforce management (Shrivastava and Shaw, 2004, p. 202). The objectives of HR portals are various, (web-based) recruitment, selection, training and development, performance management and competence management.

There are not many definitions which are making the connection from 'portal' towards HRM. Below some definitions of the concept of HR portal are given in a table.

Author(s)	Definition	Main elements
Ruta (2005)	"HR portals: complex information technology (IT) applications that can be accessed by all employees of a given organization. By placing more applications and information online, HR portals reduce the reliance employees have on HR personnel" (p.35).	▪ Complex IT applications ▪ Accessed by all employees ▪ Online ▪ Information ▪ HR portal reduces reliance on HR personnel
Firestone (2003; cited in Ruta, 2005)	"Often located on company intranet systems, HR portals are vehicles through which HR information and applications can be channelled effectively and efficiently" (Article of Ruta, p.35)	▪ On company intranet systems ▪ HR information ▪ Effectively and efficiently

Table 3: Defining HR portal

The main elements of both definitions stress that the HR portal is located online/on company intranet. Further, they also both refer to the fact that an HR portal contains (HR) information. But there are also differences in the main elements. One definition (Ruta, 2005) refers to complex IT applications that can be accessed by all employees and therefore reduces the reliance on HR personnel. The other definition (Firestone, 2003; cited in Ruta, 2005) stresses more the effective and efficient side of the HR portal.

The abovementioned tables with definitions of portals and HR portals give insight into what are important aspects of an (HR) portal. As mentioned shortly in the beginning of this theoretical framework, this report focuses on the contribution of an HR portal that is a practical application used for an HRM related administrative process within a case study organization. Nevertheless, the definitions of the portal contain some relevant insights, for example the fact that Murray (1999; cited in Dias, 2001) stresses that also everyone who is needed should be available through the portal. Ruta (2005) and Firestone (2003; cited in Ruta) stresses too much on the informational aspect of the HR portal and does not sufficiently stress the interaction that can take place between users of the system. Positive about the definition of Ruta (2005) is, that it is mentioned that HR portals reduce the reliance employees have on HR personnel.

Based on the main elements and the provided insights I define HR portal as:

"an administrative IT application that contains HR information accessible for HR professionals, employees, and management, and provides technical support for the users to interact with other users, publish information, or make modifications to the personnel information."

When we compare this HR portal definition with the definition of e-HRM, it becomes apparent that the definition of HR portal stresses much more the users and the interaction that can take place between the various parties. This confirms even more my idea that an HR portal is a means, a technology tool which can help organizations realize e-HRM in practice. There are also similarities between the definition of e-HRM and HR portal. For example the information providing aspect, the IT (Information Technology) aspect, and the use for various purposes.

2.2.2 Types of portals

The aforementioned typology for e-HRM can also be used for the HR portal, but since this typology had some disadvantages considering the fact that most HR activities have strategic and administrative elements (or operational, relational, and transformational elements), it is interesting to search for another typology. Although the fact that the content and names of portals may be very different throughout various organizations, some choices have to be made when developing an HR portal. Classifying the different choices that have to be made when creating an HR portal can give relevant insight into what type of portal is used. Based on the literature, the most important choices and trade-offs that can be made during the portal development process have been defined. These choices that organizations make also directly influence the capabilities and functionalities of the HR portal.

- **Public portal versus corporate portal**

This choice concerns the environment that the portal will be serving. The public portal, also called Internet portal, web portal or consumer portal, provides a single interface to the immense network of Internet servers. Its purpose is to attract the Internet community, because the larger the number of visitors the greater the probability of establishing virtual consumer groups that will potentially buy what portal advertisers want to sell. Since the middle 1990s, public portals have experienced three different stages of evolution: referential, personalized and interactive (Eckerson, 1999; cited in Dias, 2001), see also table 4. The public portal type is not relevant in this master thesis report, because the focus of this research lies on an internal HR portal within a case study organization and thus it is not a public portal accessible to other people who surf on the internet.

Generation	Category	Level of corporate portal
First	Referential	Search engine, with hierarchical index of web content. Each index entry contains a description of the content object and a link to it. This generation emphasizes content management, mass dissemination of corporate information and decision support.
Second	Personalized	Through identification and a password, users create a personalized view of portal contents, known as “Mypage”. This view shows just the categories each user is interested in viewing. The portal can notify users when new content is added to categories they have previously selected. Users can publish documents to the corporate repository so that other users may view them. This generation privileges content customized distribution.
Third	Interactive	The portal embeds applications that improve employees’ productivity, such as e-mail, workflow, project management, expense reports, calendars, schedules, etc. This generation adds collaborative character to corporate portals, providing multiple types of interactive services.
Fourth	Specialized	Portals based on professional roles, for managing specific corporate functions, such as sales, human resources, finances, etc. This generation connects corporate applications with the portal, allowing users to execute transactions, read, write and update corporate data.

Table 4: Generations of corporate portals (Dias, 2001, p. 277, adapted from the generations identified by Eckerson, 1999c)

The corporate portal is an evolution from Intranets, incorporating, to this technology, new tools that enable identification, capture, storage, retrieval and distribution of great amounts of information from multiple internal and external sources, useful for enterprise individuals and teams (Reynolds and Koulopoulos, 1999; cited in Dias, 2001). Corporate portals have also followed the same evolutionary stages experienced by public portals, though in a shorter period of time. These levels also influence the functionality and capability of the portal. It is believed that corporate portals have a potential to extend beyond the capabilities offered by public portals (Eckerson, 1999; cited in Dias, 2001) resulting in a fourth generation phase/category (specialized) (see table 4).

- **A comprehensive integrated approach versus solutions related to specific features**

This decision has to do with the question whether it is necessary to create a fully integrated approach or that is sufficient (for now) to create a solution for a specific feature. Studying the industry trends, Hazra (2002) has identified two major school of thoughts, namely one establishing a comprehensive and integrated approach to delivering EP (Enterprise Portal) solutions, and the other focusing on solutions related to one or more specific EP features. These specific solutions may involve components to support for instance knowledge management, security, content management, or frameworks to support specific architectures (for example XML[1]) (Hazra, 2002).

- **Customized versus standardized**

When an HR portal is developed the organization has to make a decision whether to choose a custom made product or a standardized product. Most leading software vendors and solutions providers are involved in building customized enterprise portal solutions in alliance with their nice partners. (Hazra, 2002, p.626). Nevertheless, from the literature it seems there is not a clear line between customized and standardized systems. However, these integrated EPs are not necessarily built to fit [the organization's] specific business needs. While these solution providers may simplify the building of [the organization's] EPs with specialized professional services, a number of tool vendors may resolve certain specific issues for [the organization] (Hazra, 2002, p.626). Therefore, it can be argued that in practice a mixed approach of customized and standardized can be found.

Also the development of an HR portal could lead to more partnerships between companies. As Kluytmans (2001) points out, the introduction (or growth) of e-HRM could also contribute to sooner creating partnerships with other (not-competing) organizations. This is done in order to share (software) development costs, and more importantly, to learn from each other's experiments and experiences with the (literally) 'unknown' possibilities (Kluytmans, 2001, p.568, translated from Dutch). This could also lead to a more mixed approach of customized and standardized solutions.

- **Employee Self Service versus Management Self Service**

Related to the type of portal application is the concept of self service which has not been described much in the literature. There are two different types of self service that can be chosen, namely Employee Self Service (ESS) and Management Self Service (MSS). In case of ESS all employees can access the HR portal, whereas with MSS only authorised managers can access the HR portal. In the literature ESS is defined as an Internet based solution providing employees with a browser interface to relevant HR data and transactions, enabling real time access to their data without leaving their desktop. Employees are able to: update their personnel details, apply for leave, view their pay details and associated benefits, view internal job vacancies and book training and travel (Hawking, Stein, Foster, 2004, p.1020). The influence of Internet and browser technology has increased the growth of Employee Self Service (ESS) implementations (Hawking, Stein, Foster, 2004). ESS is also

[1] eXensible Markup Language (XML), subset of SGML- Standard Generalized Markup Language, developed by the International Organization for Standards (ISO). XML was designed to facilitate the communication between Internet applications, providing an easy way to define metadata associated to web resources content (explanation from the article of Dias, 2001)

described as allowing employees access to the right information at the right time to carry out and process transactions. ESS provides the ability to create, view and maintain data through multiple access technologies (Ordonez, 2002; cited in Hawking, Stein, Foster, 2004). The relative quick gains with low associated risk have prompted many Australian companies to realize what can be achieved through the implementation of a business to employee (B2E) model. Employee Self Service (ESS), a solution based on the B2E model enables employees to access the corporate human resource information system 24x7 (Hawking, Stein, Foster, 2004, p.1017). “24x7” means availability of the human resource information system for 24 hours a day, seven days a week.

Web-based HR information services (HRIS) self-service applications [or in other words: portals] are high on many HR directors’ wish lists because they empower employees to take action for themselves and save time and money for managers and staff (HR Focus, 2001). Surprisingly, few companies are automatically prepared for employee self-service (ESS) or manager self-service (MSS) (HR Focus, 2001). When reading the literature and looking at the definitions, one can conclude that the focus lies more on the ESS (Employee Self Service). But it can be said that there are differences between ESS and MSS and that possibly the advantages of ESS will not be felt as strongly when choosing MSS.

- **Portals with emphasis on decision support versus emphasis on collaborative processing (within the corporate portal)**

This choice has to do with the function that the portal is going to fulfil. According to Dias (2001) the most important functions of a corporate portal are decision support and collaborative processing. The choice has to be made as to what portal type is needed. Portals with emphasis on decision support help executives, managers and analysts gain access to corporate information in order to make consistent business decisions (Dias, 2001, p.277). The information supplied by a decision processing portal may be displayed as reports, graphs, performance indicators, etc., and may be summarized or detailed depending on the decision maker’s strategic, tactical or operational level (Dias, 2001, p.278). Portals with emphasis on collaborative processing, similar to groupware and office automation systems, deal with information from the traditional supply chain, stored and manipulated by corporate applications, as well as information produced by groups or individuals out of this chain (Dias, 2001, p.278). Also mixed forms of these portals exists in practice. In this form all decision-makers are connected to all digital information available, but are also connected to everyone they need, in order to accomplish their business goals (Dias, 2001).

- **The HR portal newly built versus the “HRIS wrapper” approach**

The decision can be made to build a new software application, but a number of software providers in the market offer products that are in the middle between the company portal and the HRIS database. In that case the HRIS database is ‘wrapped’ by the portal. These middleware solutions offer functions that enable employees and managers to access and update a broad range of HR information. For organizations that are seeking greater independence from their core HRIS solutions, these products may make sense (Sleezer, Wentling, Cude, 2002).

2.2.3 Goals of HR portal

Having stated that the HR portal is a means that helps to realize e-HRM into practice, it is understandable that the goals of (and the pressures why organizations choose to implement) an HR portal are quite similar to the goals (and pressures) mentioned for e-HRM and can be assumed to be the same. Therefore, the goals of HR portal are: (1) improving the strategic orientation of HRM; (2) cost reduction/efficiency gains; (3) client service improvement/facilitating management and employees. Considering the fact that these goals are the same as the e-HRM goals, it is more interesting to look in the case of the HR portal more at the advantages that are described in the literature that have resulted or are supposed to result from implementing an HR portal. Therefore, when realizing the research model at the end of this chapter the goals of the HR portal will be the same as the goals for e-HRM because they are similar.

2.2.4 Promises of HR portal

Although the corporate portal is a recent technology, several benefits associated to its implementation are claimed by vendors and consultants (Dias, 2001):

Structured access to enterprise information
An advantage could be the structured access to information of the organization. The corporate portal “provides a single point of entry to any piece of business information regardless of where it resides” (White, 1999; cited in Dias, 2001). Firestone (1999; cited in Dias, 2001) takes exception to this argument declaring that the mere access to information is not itself a benefit. Unorganized information access may cause information overload. Firestone adds that, to be a real benefit, the universal access to enterprise resources, without its side effect of information overload, depends on individual portal implementation (Dias, 2001, p.284).

Common and personalized view of enterprise information
Also a personalized way to view the organization’s information could be an advantage. According to White (1999; cited in Dias, 2001), the information viewed through the interface is customized to match users’ roles in the organization, saving users’ time and providing security in such a way that they see only what interests them and what they are allowed to access. Although agreeing that the common view of enterprise information may be a benefit provided by the corporate portal, Firestone (1999) considers the favourable consequences of this common view plausible in theory, but vaguely stated, since they have not been subject to detailed study and to confirmation (Dias, 2001, p.284).

High return on investment
The acclaimed high return on investment (ROI) of the corporate portal is based on the argument that packaged portal applications are easier to maintain, faster to deploy, and cheaper than customized systems (Firestone, 1999; cited in Dias, 2001). However, this argument should be taken with certain criticism, since the adoption of packaged applications is not exclusive to corporate portals. The reduction of time expended on daily information searching through the portal may be observed and verified. However, as mentioned briefly before, the time savings cannot be directly translated into actual financial benefits, since it is difficult to say whether the time freed up was used for a productive purpose, resulting on more effective tasks (Dias, 2001, p. 284, 285). There is a lack of empirical studies able to confirm productivity and financial gains derived from the usage of corporate portals.

Competitive advantage
There is a growing perception that information management is able to identify, coordinate and exploit information entities in an organization, using the characteristics of these entities to add value to existing information and to gain competitive advantage over competitors (Taylor and Farrell, 1992; cited in Dias, 2001, p.271). Since more of the administrative tasks are available on HR portals, HR professionals have increasingly more time to engage in strategic HR activities (Ruta, 2005, p. 35).

The corporate portal provides companies with competitive advantage, since it is able to unlock valuable and strategic information, for a long time hidden in the enterprise systems (Shilakes and Tylman, 1998; cited in Dias, 2001). However, this argument is considered too generic and abstract, since even before there were other applications, such as data warehouses, ERP's [Enterprise Resource Planning], content management, and business intelligence tools that also "unlock" strategic information (Firestone, 1999; cited in Dias, 2001).

In short, the HR portal can be considered to be a means in achieving or conducting e-HRM. The HR portal is a technology tool that helps to realize e-HRM in practice. In this paragraph HR portal has been defined as:

"an administrative IT application that contains HR information accessible for HR professionals, employees, and management, and provides technical support for the users to interact with other users, publish information, or make modifications to the personnel information"

The types of portals can be described by using the typology based on activities of users. However, a classification based on organizational choices appears to be much more relevant. The choices that organizations can make are: (1) Public portal versus corporate portal, (2) A comprehensive integrated approach versus solutions related to specific features, (3) Customized versus standardized, (4) Employee Self Service versus Management Self Service, (5) Portals with emphasis on decision support versus emphasis on collaborative processing (within the corporate portal), and (6) The HR portal newly built versus the "HRIS wrapper" approach.

The three goals that organizations strive to achieve with HR portal are the same as with e-HRM, namely:

1. Improving the strategic orientation of HRM;
2. Cost reduction/efficiency gains;
3. Client service improvement/ facilitating management and employees.

Although the corporate portal is a recent technology, it holds out a number of promises. These promises are: (1) structured access to enterprise information, (2) common and personalized view of enterprise information, (3) high return on investment, and (4) competitive advantage.

2.3 E-HRM and HR portal in different sectors

Some literature (e.g. Bondarouk, 2004) also provides information about IT projects within different organizations and sectors. In this literature IT projects are described, but not necessarily e-HRM or HR portal. However, a connection with e-HRM and HR portal exists in all cases, because the selected cases use IT for automating the HR processes. Below three cases are presented which are intended to provide a general understanding of HR related IT projects within different sectors and these cases give an impression on what might be outcomes and challenges in these projects.

2.3.1 Cases from the literature

<u>Case study in an Australian public sector organization</u>
The name of the organization is not given in the literature source. The organization had been using its own "in house" developed HR system for 8 years which included limited ESS (Employee Self Service) possibilities. Although few complaints had been reported with regard to this system, due to a restructure within the state government, a number of staff departments were amalgamated (merged together) forming the current department, resulting

in nine different HR/Payroll systems that were used. Due to for instance incompatibility issues, it was decided to implement SAP's HR/Payroll module which automates many business processes (Hawking, Stein, Foster, 2004).

Implementation of a personnel management system "Beaufort" at a Dutch hospital (Medinet)
Due to a fusion processes, the organizational structure had become very complicated and personnel management was highly centralized. This lead to a substantial time increase in the administrative process for requests with regard to private or work questions of employees. As a result, the Medinet management started a long-term HRM project aimed at decentralizing personnel management. To achieve the more efficient administration of HRM information, and to restructure personnel management from the highly centralized approach to a decentralized form, the Strategic Centre decided to look for an IT solution offering a new personnel information system that could support and incorporate the new HRM policy. The organization decided to implement Beaufort. Beaufort is a system that provides a company with the opportunity to improve and decentralize its internal personal management processes (Bondarouk, 2004).

Five explorative case studies (Dow Chemicals, ABN AMRO, IBM, Ford, and Belgacom)
This case study example is different than the other examples, because it includes five case study organizations from different sectors instead of just one case study. Five organizations have been studied that have already been working with e-HR for a number of years. Large companies were selected, with over the 10.000 employees in order to present and explore interesting cases. Furthermore, the selected companies needed to have a good reputation regarding development in e-HRM (Ruël, Bondarouk, Looise, 2004).

2.3.2 Outcomes of the IT projects

In the tables mentioned below the outcomes of the IT project cases are briefly summarized.

	A case study in an Australian public sector organization (conducted by Hawking, Stein, Foster, 2004)
Outcomes	▪ In terms of security, the password has to be changed every 90 days. The maintenance of passwords has become a big support issue, as employees fail to remember the passwords (p.1023) ▪ Several other security strategies have been introduced to limit access to information by unauthorized personnel. For example, if an employee stops using their screen for three continuous minutes the system automatically logs the user out, preventing other staff members viewing and changing personnel data (p.1023) ▪ The implementation of SAP's ESS has provided the department with a number of benefits. Firstly, there has been a reduction in HR/payroll processing. Significant savings have also been identified with the introduction of online payslips. Intangible benefits include the integrity of employee data and the empowerment of employees to access to their own information in a timely and accurate fashion (p.1024) ▪ Many of the employees which had used the "in house" HR system prior to the merger, initially considered the original system to be more user friendly and include better reporting functionality than SAP's HR system (p.1024) ▪ On completion of training it is estimated that approximately 80% of employees accepted the system. However after 3 years of use a number of managers still believe that the previous system was better. One reason for this was that the previous system incorporated language pertinent to the department (p.1024) ▪ Additionally the ESS system changed the role of managers forcing them to use the system as part of their everyday task. This became a problem in the initial configuration of the system, and now if an employee submits an application and the manager is away, the record becomes locked and inaccessible to anyone but the manager (p.1024) ▪ For this organization the move to B2E (business to employee) and ESS (Employee Self Service) has reduced complexity and improved focus, increased ROI and improved operational effectiveness (p.1024)

Table 5: Outcomes of a case study in an Australian public sector organization

	Implementation of a personnel management system "Beaufort" at a Dutch hospital (Medinet) (conducted by Bondarouk, 2004)
Outcomes	▪ The level of individual responsibility was very high since any mistakes could lead to financial problems (p.360) ▪ In the beginning, the system made some inexplicable errors (e.g. mixing numbers up, or miscalculating working hours) (p.361) ▪ The introduction of new IT requires strong organizational encouragement in order to enhance the employees' efforts to use the system (Wolfe, 1994; cited in Bondarouk, 2004). These include training in innovation use, providing time to experiment, management showing respect, financial support, job reassignment, and user-friendliness of an innovation (Rivard, 1987; Schneider, 1990; Schneider & Bowen, 1995; Klein & Sorra, 1996; cited in Bondarouk, 2004) (p.362) ▪ During training sessions, only one computer was available which the instructor used to demonstrate how to operate the system. The 'learners' had to memorize the information, virtually without practice (p.366) ▪ Comments on the employees' use, or learning, of the system from the project team took place only in the event of negative emergencies. Employees were neither rewarded nor recognized for their efforts in learning the new system. A rewards scheme did not exists (p.366) ▪ An evaluation report made clear that the acceptance of Beaufort was different between the two groups of users [who were treated differently] in the two phases of the project. The PSA workers were enthusiastic about the project in general, and shared an opinion of a positive future for Beaufort in Medinet, the centralized users seemed to have lost any hope for the project and evaluated the Beaufort functionalities rather negatively (p.367) ▪ The decentralized users thought that filling in paper forms was much easier than using Beaufort. No-one of the decentralized users could independently perform tasks using the system. They all needed external help (p.368) ▪ The HR managers were of the opinion that the system did not facilitate their existing tasks, but rather added new ones (p.368)

Table 6: Outcomes of a case study in a healthcare sector organization

	Five explorative case studies (Dow Chemicals, ABN AMRO, IBM, Ford, and Belgacom) (conducted by Ruël, Bondarouk, Looise, 2004)
Outcomes	▪ What is clear is that there is a 'gap' between e-HRM in a technical sense (the available functionality) and the use and adoption of it by employees and line managers. The actual usage/adoption lags behind what is possible (p.374,375) ▪ Starting with e-HRM does not mean that users simply have to learn to work with a new version of a familiar system, but rather that employees and line managers have to be ready, able and willing to pick up responsibilities that were previously someone else's (p.375) ▪ Cost reduction and a reduction of the administrative burden are in most cases mentioned as an effect of e-HRM. However, no exact figures exist regarding the size of these reductions. Most concrete is the reduction in (HR-)staff level, but to give the whole picture the extra time has to be calculated that is needed by middle-managers and employees to keep up their own HR-administration and to search for possibilities at the intranet. For instance at Dow, a new function, namely an assistant for management and employees was developed to help them with the use of e-HRM (p.375). ▪ Without a clear and easy structure employees and line management can be afraid of spending time on exploring web-based HR tools. For example, at IBM, employees and line managers felt that the HR intranet site contained too much information in a non-easy way. Therefore they called to the HR call center (ask HR) to get answers to their immediate HR related questions instead of searching the HR site. Strikingly, the HR call center assistants use the same source, the HR intranet site, to give the answers (p.375) ▪ IT makes it possible to combine centralization and standardization on the one hand and decentralization in the execution and operations at the other. Against this background it is expected that companies continue with e-HRM, more or less regardless the costs (p.376) ▪ For the employees, the introduction of e-HRM brings changes in the way they experience HRM in a company and in the HR tools and instruments they get offered. However, not all employees are willing to pick up the full responsibility for their personal career development through the available web based HR

	tools. Furthermore at Dow Chemicals, employees in the plants or factory (instead of those in offices) did not even have access to online HR-tools because of a lack of PC's or because of costs considerations. The availability of PC's in all 'corners' of the company and sufficient PC skills with management and employees are important requisites for the success of e-HRM (p.376) ▪ Although e-HRM creates new opportunities for line management and employees, the organizational practice in using these opportunities can be limited because of a lack of time and willingness to pick them up (p.376) ▪ In the companies studied it seemed to be the case that IT played a very large role: selection of the right package, and implementation of pieces or part of the 'package', received a lot attention. The fact that the philosophy underpinning the usefulness of the technology had to be 'sold' and incorporated into the day-to-day working routines was, in the first instance, forgotten (p.376) ▪ When implementing e-HRM globally it can be difficult to get the support of relatively small components of the company (p.377) ▪ Good and clear goals and a good plan how to achieve them cannot be missed in order to convince users of the usefulness of online HRM (p.377)

Table 7: Outcomes of five explorative case studies within different sectors

In reflection, the abovementioned cases give an insight into issues that might play a role in an IT development project. On basis of the tables, I can describe general trends and signal similarities between the cases that appear to be important for all IT projects in all sectors. Firstly, all three cases appear to be related to the decentralization of HR activities. The public organization had, due to a restructure within the state government, to deal with a lot of different HR/Payroll systems that were used. Within Medinet the organizational structure had become too complicated after a fusion process which lead to a substantial time increase in the administrative process for HR requests. Finally, also within the five explorative cases the possibility to, with help of IT, centralize and standardize on the one hand and decentralize in the execution and operations on the other, was discovered. Further, in all three cases a lot of people found the original system/the former way of working much better than the new system, especially with regard to the user friendliness, ease of use, reporting functionality, language used in the new system, and the need for external help. The trainings that were offered are mentioned with a specific link towards the acceptance of the system. It seems that it is important that employees are offered a sufficient possibility to practice and memorize the capabilities of the new HR system in order to contribute towards the acceptance of the new system. Also in the outcomes of the third case, it is described that the philosophy underpinning the usefulness of the technology has to be 'sold' and incorporated into the day-to-day routines. However, this is in first instance often forgotten in IT projects. All cases make clear that there are also some challenges in making people accept and pick up their (new/changed) responsibilities. In some cases there is a specific relation to the available possibilities to actually use the system (PC availability). Cost savings are mentioned in two cases (Hawking et al., 2004 and Bondarouk, 2004), but the found insights differ. There are also quite a lot of differences that appear to be specific for these case study organizations. For example issues with regard to security, missing rewards for the efforts to learn the new system, and globalizing HRM.

However, it must be noted that it is not this study's intent to explore and generalize across different organizations and sectors. Therefore, this information should be seen as a source of first insight into possible differences between sectors. It is not to be treated as an inexhaustible source of information about this subtopic. Since this research is only exploring one case study organization, it is not relevant to explore these sector differences by means of the research model. Therefore, insights found in this subparagraph shall not be included in the research model. However, the possible influencing factors are studied thoroughly in the next paragraph and after reading the abovementioned cases on IT projects some factors might sound familiar.

2.4 Influencing factors

It is important to get an understanding of what are influencing factors in people's perception on the contribution of an HR portal. The influencing factors are most likely to be located in the characteristics of the Information Technology (IT) application. Although e-HRM is according to some researchers (Ruël et al., 2004) not primarily technical, it is first and foremost a change in mindsets and behaviours of HR personnel, line managers, and employees, this mindset can in fact be influenced greatly by the characteristics of the IT (Information Technology).

Influencing factor: IT characteristics
A particular influencing factor in studying the contribution of an information system is the acceptance of this new technology. Understanding and creating the conditions under which information systems (or e-HRM) will be embraced by the human organization remains a high-priority research issue. Information technology adoption and use in the workplace remains a central concern of information systems research and practice (Venkatesh and Davis, 2000, p.186). Despite impressive advances in hardware and software capabilities, the troubling problem of underutilized systems continues (Venkatesh and Davis, 2000). Substantial theoretical and empirical support has been given to the Technology Acceptance Model (TAM), which has been described first by Davis et al. (1989).

2.4.1 Technology Acceptance Model (TAM)

TAM is based on the Theory of Reasoned Action (TRA) that is a model from social psychology that has proven successful in predicting and explaining behaviour across a wide variety of domains. But an important disadvantage is that TRA is very general, "designed to explain virtually any human behavior" (Ajzen and Fishbein, 1980; cited in Davis et al., 1989, p.983). Davis (1989) introduced an adaptation of TRA, which is called the technology acceptance model (TAM). This model is specifically meant to explain computer usage behaviour and therefore very relevant in the context of this research report. TAM posits that two particular beliefs, *perceived usefulness* and *perceived ease of use*, are of primary relevance for computer acceptance behaviours (Davis et al., 1989, p.985).

Perceived usefulness (U) is defined as the prospective user's subjective probability that using a specific application system will increase his or her job performance within an organizational context (Davis et al., 1989, p.985). Perceived ease of use (EOU) refers to the degree to which the prospective user expects the target system to be free of effort (Davis et al., 1989, p.985). According to TAM, perceived usefulness is also influenced by perceived ease of use because, other things being equal, the easier the system is to use the more useful it can be (Venkatesh and Davis, 2000, p.187). Also from practice this becomes apparent when David Metzger, director of management development at consumer electronics maker Canon USA, wishes the latest generation of HR applications had more intuitive user interfaces. "These tools are designed not just for HR professionals but all employees", says Metzger, whose firm is in the midst of putting in performance management and learning management software. "Let's face it: if it's not easy to use for employees, then they're not going to use it", he says (Frauenheim, 2007, p.40). The relationships between individual/tasks, organizational, and system conditions, plus two measures of system success where examined by some researchers (Haines and Petit, 1997). The results of this study show that the characteristics or the design of the information systems are important conditions for increased user satisfaction. They found a strong positive correlation between ease of use and user satisfaction and a strong positive correlation between perceived usefulness and user satisfaction. They found a weak relationship between ease of use and system usage (Haines and Petit, 1997, p.266).

The original TAM (Davis et al., 1989) does not include a Subjective Norm (SN), because of its uncertain theoretical and psychometric status. Subjective Norm has to do with whether people choose to perform a behaviour, even if they are not themselves favourable toward the behaviour or its consequences, if they believe one or more important referents (for example: superiors) think they should, and they are sufficiently motivated to comply with the referents (Venkatesh and Davis, 2000). In the 1980s it was generally thought that computer use by managers and professionals was mostly voluntary (DeSanctis, 1983; Robey 1979; Swanson, 1987; cited in Davis et al., 1989). In that time some cases were known in which people may have used a system in order to comply with mandates from their superiors (Subjective Norm), rather than due to their own feelings and beliefs about it (Davis et al., 1989). Nowadays, as more and more organizations implement information systems, it can be assumed that the group that uses a system in order to comply with mandates from their superiors has grown enormously. The research into the perceived usefulness and perceived ease of use therefore becomes more interesting, because these aspects/feelings are not necessarily visible anymore through looking at the use of a system (because this is mandated). Even when users perceive system use to be organizationally mandated, usage intensions vary because some users are unwilling to comply with such mandates (Hartwick and Barki, 1994; cited in Venkatesh and Davis, 2000, p.188). When usage is mandated subjective norm appears to be not that relevant. In their empirical comparison of TAM and TRA, Davis et al. (1989) found that subjective norm had no significant effect on intensions over and above perceived usefulness and ease of use, and they omitted it from the original TAM (Venkatesh and Davis, 2000, p. 187). An extended version of the Technology Acceptance Model (TAM) was tested by researchers using longitudinal data collected regarding four different systems at four organizations (Venkatesh and Davis, 2000). Consistent with theory, the basic TAM relationship (i.e., intention-usage, usefulness-intention, ease of use-intention, and ease of use-usefulness) were well supported (Venkatesh and Davis, p.197).

Based on the results of other researchers it can be concluded that the insights of TAM are very relevant for this master thesis research, because TAM has become well-established as a robust, powerful, and parsimonious model for predicting user acceptance (Venkatesh and Davis, 2000, p. 187).

2.4.2 The importance of data quality (DQ)

Some researchers (Wang and Strong, 1996) have investigated the meaning of data quality (DQ) for data consumers. Based on a few cases found in practice these researchers stated that poor data quality can have substantial social and economic impacts (Wang and Strong, 1996, p.6). They have developed two surveys that were used to collect data from data consumers, a so-called two-stage survey. The first survey produced a list of possible data quality attributes, attributes that came to mind when the data consumer thought about data quality. The second survey assessed the importance of these possible data quality attributes to data consumers. The salient feature of this research study is that quality attributes of data are collected from data consumers instead of being defined theoretically or based on researchers' experience (Wang and Strong, 1996, p.22). Based on their findings, the researchers defined four categories of data quality: intrinsic DQ, contextual DQ, representational DQ, and accessibility DQ. Intrinsic DQ denotes that data have quality in their own right. Contextual DQ highlights the requirements that data quality must be considered within the context of the task at hand; that is, data must be relevant, timely, complete, and appropriate in terms of amount so as to add value. Representational DQ and accessibility DQ emphasize the importance of the role of systems; that is, the system must be accessible but secure, and the system must present data in such a way that they are interpretable, easy to understand, and represented concisely and consistently. Based on the findings of these researchers it can be concluded that data quality is important for the users of a system and should therefore be considered. The data quality can have influence on how people perceive a certain system. In the information systems literature, *information quality* and *user satisfaction* are two major dimensions for evaluating the success of information systems (Wang and Strong, 1996, p.7). The error-freeness of the databases is in that respect very important. Many databases are not error-free and some contain a surprisingly large number of errors (Wang and Strong, 1996, p.6). Data quality is defined as *data that are fit for use by data consumers* (Wang and Strong, 1996, p.6).

In summary, from the Technology Acceptance Model (TAM) two important constructs can be obtained that could have influence on the question whether the e-HRM application is contributing from the perception of the user. These constructs are perceived usefulness and perceived ease of use. Perceived usefulness (U) is defined as *the prospective user's subjective probability that using a specific application system will increase his or her job performance within an organizational context* (Davis et al., 1989, p.985). Or in other words, the impact that the information system has on the job performance and productivity within an organizational context for the system user. Perceived ease of use (EOU) refers to *the degree to which the prospective user expects the target system to be free of effort* (Davis et al., 1989, p.985). According to TAM, perceived usefulness is also influenced by perceived ease of use because, other things being equal, the easier the system is to use the more useful it can be (Venkatesh and Davis, 2000, p.187). So perceived usefulness and perceived ease of use can influence each other. Subjective Norm (SN) has appeared to be not that relevant when use of the system is mandated. Further, the data quality is important for the users of a system and this construct should therefore be included in the influencing factors also. Data quality is defined as *data that are fit for use by data consumers* (Wang and Strong, 1996,p.6). Since the influencing factors are the IT characteristics, the influencing factors can therefore now be referred to as 'IT characteristics'.

2.5 Presenting the research model

In the first block of the model the goals of the HR portal are listed. This is in line with ideas that were presented in the introduction of this research report. In this chapter (theoretical framework) the content of these HR portal goals became clear. The goals of HR portal are the same as the goals for e-HRM. The mediating variable was in the introduction labelled as 'influencing factors' but now it has been narrowed towards 'IT characteristics', which can have influence on the achievement of the goals of an HR portal and therefore has influence on the contribution of an HR portal. The final block of the research model was in the introduction named 'contribution of the HR portal'. In the theoretical framework it became clear that the final block of the research model should contain the question whether the goals of the HR portal are achieved. Therefore, in the context of this research the goal attainment is the end-point of the research model. Goal attainment can be measured on basis of the achievement of the three goals that are formulated for e-HRM.

In short, the research model starts in the left block with the goals of HR portal that have been derived from the literature. These goals give insight into what organizations want to achieve with HR portal. The block in the middle of the model is the mediating variable: IT characteristics. The IT characteristics can also have their influence on the contribution of an HR portal. The final block of the research model is the question whether the goals were achieved (goal attainment). The research model can, in the end of the research, help to answer the main research question: *"What contribution does an HR portal bring to the administrative HR processes within a healthcare organization?"*

The research model is pictured as:

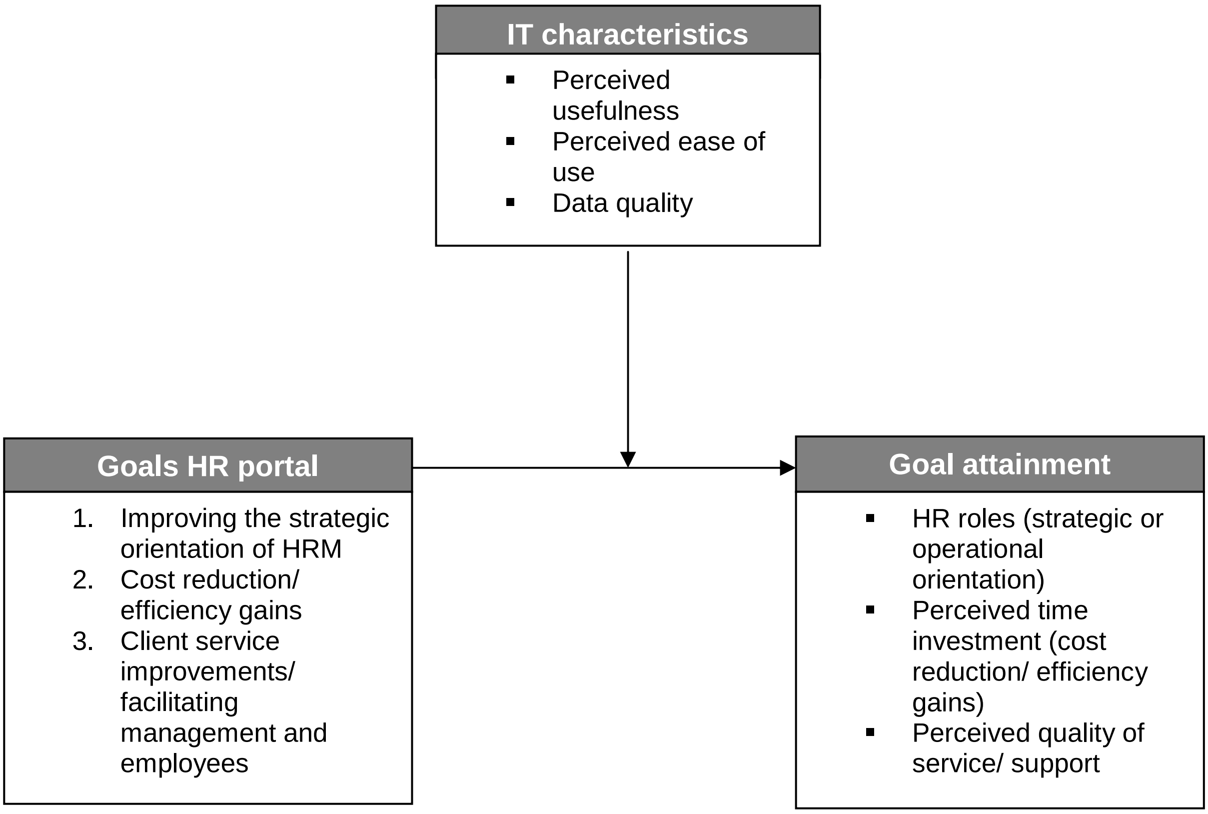

Figure 2: Research model based on the literature

3 Research methodology

To study the research model (in a case study organization), that is investigate the contribution of an HR portal, a research approach has to be chosen. Therefore in this chapter the research method is elaborated. This chapter is divided into four paragraphs. First the methodological choices are described and the constructs of the research model are made measurable by operationalizing them. In the second paragraph the case study research is explained and the next paragraph describes the data collection process. This chapter concludes with an explanation of the data analysis.

3.1 Methodological choices

Some methodological choices have been made during this research in order to choose a good research approach. This research has started as a descriptive study, because based on observation and document analysis the e-HRM within the case study organization has been described. This study was also explorative. First, because I had to familiarize with the topic of e-HRM, as the subject itself is relatively new. Familiarization happened during the document analysis and observation phase, but also later during the qualitative interviews that were conducted in order to get acquainted with the situation before the implementation of e-HRM or HR portal within the case study organization. In the end, the research model was explored by interviewing the people who had been working with the HR portal in the pilot situation.

The research described in this report has been conducted by means of a qualitative research approach. This approach has been chosen, because qualitative research gives the opportunity to research a certain subject more in-depth. This research is focused on exploring the contribution of an HR portal. During the qualitative research underlying meanings and patterns of relationships can be discovered (Babbie, 2007, p.378). Also, because the data of the interviews cannot be analysed in a statistical manner, this research has to be referred to as a qualitative research.

3.1.1 Operationalization

An important aspect of the methodological choices is the way the constructs are made measurable. To recap, based on the relevant literature the research model was created in the theoretical framework chapter. The constructs of the research model are the main research subjects that are going to be studied in order to assess the contribution of an HR portal. Constructs are creations that are based on observations that cannot be observed directly or indirectly, because the concept is constructed of answers given to a number of questions (Babbie, 2007, p.123-124). In the research model in the block on the right (‘goal attainment’) there are four abstract constructs that are not yet specified and defined. Also the block that is situated above called ‘IT characteristics’ contains constructs which have not yet been specified. In order to make the research model a useable instrument for research, these constructs have to be specified further or in other words: the operationalization has to be executed. Operationalization is the process of developing operational definitions, or specifying the exact operations involved in measuring a variable (Babbie, 2007, p.44) and also mentioned by Babbie (2007), operationalization is the development of specific research procedures (operations) that will result in empirical observations representing those concepts in the real world (Babbie, 2007, p.133). During this operationalization the constructs of the model have been explained and specified and the variables have been defined in order to make the constructs measurable. Also the scale has been formulated which contains the indicators[2] of the construct. These indicators were made measurable with a number of questions. These questions were self-created on basis of the indicators so they had a connection to the scales. These questions are used for the creation of an interview protocol that is used for conducting the interviews. The answers on these questions help to explore the experienced contribution. There are some questions which do not have a direct or obvious link with the indicators, but these questions can provide valuable information for underlying meanings which can be useful for formulating conclusions and recommendations. The complete interview protocol/questionnaire can be found in the appendixes (appendix 1 (English) and 2 (Dutch)).

The operationalization of the constructs in the research model is presented in the tables below.

Constructs of the model	**Variables**	**Scale (indicators)**	**Examples of topics for interviews**
HR Roles <u>Definition:</u> the role(s) HR professionals play within an organization			
Strategic orientation <u>Definition:</u> a broad corporate competency in which HR and line managers build partnerships (acting as a partner with line management) to gain competitive advantage and achieve overall business goals	***Strategic partner*** <u>Definition:</u> focuses on aligning HR strategies and practices with business strategy	▪ HR is seen as a business partner ▪ HR's credibility comes from helping to make strategy happen ▪ HR spends time on strategic issues ▪ HR participates in the process of defining business strategies *Partly adapted from Ulrich, 1996*	1. Current role in the mutation process/Opinion about current role 2. Changes compared to the old situation 3. Opinion about the tasks in the HR portal 4. Ideas for improvement for the HR role
Operational orientation <u>Definition:</u> the HR practices are focused primarily on the operational/transactional issues and HR is a specialized, stand-alone function	***Administrative expert*** <u>Definition:</u> represents the traditional HR role. It is concerned with designing and delivering HR processes efficiently	▪ HR works to monitor administrative processes ▪ HR is seen as an administrative expert ▪ HR spends time on operational issues ▪ HR helps the organization improve operating efficiency *Partly adapted from Ulrich, 1996*	

Table 8: Operationalization table, HR roles

2 An indicator is a sign of the presence or absence of the concept we're studying (Babbie, 2007, p.125)

<table>
<tr><th>Constructs of the model</th><th>Variables</th><th>Scale (indicators)</th><th>Examples of topics for interviews</th></tr>
<tr><td>Perceived time investment

<u>Definition:</u> the perceived investment of time when working on a mutation form</td><td></td><td></td><td></td></tr>
<tr><td></td><td>Concrete time investment

<u>Definition:</u> the perceived concrete time investment on various tasks</td><td>▪ Insert mutation
▪ Receive approval of the employee
▪ Confirm mutation
▪ Check mutation
▪ Creation of confirmation letter
▪ Obtaining required signatures
▪ Sending letter to employee
▪ Process mutation
▪ Inform about results
▪ Perceived time for an average mutation

Self-constructed, 2008</td><td>1. Insert mutation
2. Talk with employee
3. Check the mutation for errors and do suggestions for improvements
4. Creation of the letter
5. Waiting times
6. Estimation on average mutation</td></tr>
<tr><td>Perceived quality of service/support

<u>Definition:</u> a measure of how well the service is delivered and if it matches with users wishes</td><td></td><td></td><td></td></tr>
<tr><td rowspan="2"></td><td>Tangibles

<u>Definition:</u> include the physical evidence of the service</td><td>▪ Useable equipment to work with (computer facilities)
▪ Appearance of people and knowing who can provide service</td><td rowspan="2">1. Who you can turn to when you need service/support
2. Opinion about the service you can provide towards others
3. Promises related to service
4. Suggestions for improvement</td></tr>
<tr><td>Reliability

<u>Definition:</u> involves consistency of performance and dependability</td><td>▪ Promises are kept
▪ Error-free service

Partly adapted from Parasuraman et al., 1985</td></tr>
</table>

Table 9: Operationalization table, perceived time investment, perceived quality of service/ support

Constructs of the model	Variables	Scale (indicators)	Examples of topics for interviews
Perceived usefulness Definition: the extent to which a person believes that using the system will enhance his or her job performance			
	Usefulness for the job Definition: the perceived usefulness of the system with regard to the job	▪ System improves performance in job ▪ System increases productivity ▪ System enhances effectiveness in job ▪ System is perceived as useful for the job *Partly adapted from Venkatesh and Davis, 2000*	1. The effect of the HR portal on job performance 2. HR portal useful for job 3. Opinion on dashboard in HR portal 4. Opinion on quality of the mutation process
Perceived ease of use Definition: the extent to which a person believes that using the system will be free of effort			
	Ease of use of the system Definition: the extent to which the system is easy to use for the user	▪ Clear and understandable interaction with system ▪ Interacting with system does not require a lot of mental effort ▪ Easy to get the system to do what is wanted *Partly adapted from Venkatesh and Davis, 2000*	1. Clear and understandable interaction with HR portal 2. Mental effort to interact with the system 3. Easy to get the system to do what is wanted

Table 10: Operationalization table, perceived usefulness, perceived ease of use

Constructs of the model	Variables	Scale (indicators)	Examples of topics for interviews
Data quality Definition: data fit for use by data consumers			
	Accuracy of data Definition: the extent to which the data's accuracy and completeness are sufficient	▪ Data are error free ▪ Data is sufficient for use	1. Opinion about data in HR portal 2. Data sufficient for use 3. Suggestions for improvement of the data quality
Accessibility of data	**Accessibility of data** Definition: the extent to which the data are easily and quickly accessible	▪ Data is quickly retrievable ▪ Data is easily retrievable *Partly adapted from Wang and Strong, 2003*	

Table 11: Operationalization table, data quality

3.2. Case study research

In general, case studies are the preferred strategy when “how” or “why” questions are being posed, when the investigator has little control over events, and when the focus is on a contemporary phenomenon within some real-life context (Yin, 2003). These reasons all apply to this research and therefore a case study research approach was chosen in order to answer the main research question. A case study, as the name implies, can be seen as an empirical inquiry that investigates a phenomenon within its real-life context (Yin, 2003). This case study was a single case (single case study research) and therefore provided the opportunity to fully explore the subject of e-HRM and HR portal in practice instead of studying several case study organizations broadly. Since the subjects of e-HRM and HR portal are relatively new this opportunity was important and valuable. Quite similar with the types of research mentioned in paragraph 3.1 (descriptive and explorative research) this case study can be characterised as a descriptive and an exploratory case study. The literature contains numerous examples of applications of the case study methodology. The earliest and most natural examples are to be found in the fields of Law and Medicine, where "cases" make up a large body of student work. However, there are some areas that have used case study techniques extensively, particularly in government and in evaluative situations (Tellis, 1997). This research is focused on assessing the contribution of an HR portal and has thus also an evaluative component and therefore this case study research approach is very suitable. As Tellis (1997) describes, “the government studies were carried out to determine whether particular programs were efficient or if the goals of a particular program were being met. The evaluative applications were carried out to assess the effectiveness of educational initiatives. In both types of investigations, merely quantitative techniques tended to obscure some of the important information that the researchers needed to uncover” (Tellis, 1997, p.4). This research is focused at evaluating the goal attainment of the HR portal, so again the case study research appears to be a good research approach. Further, this research has been given a qualitative research approach in order to reveal important information that would have remained covered when using a quantitative research technique.

3.2.1 Generalizing from case study research

When conducting a case study research, it is important to consider the type of generalization that is used for generalizing the case study results. There are two types of generalization, namely “statistical generalization” and “analytical generalization” (Yin, 2003, p.32). In statistical generalization, an inference is made about a population (or universe) on the basis of empirical data collected about a sample (Yin, 2003, p.32). The statistical generalization is more commonly recognized, but is less relevant for conducting case studies, because in case studies the cases are not “sampling units” as they are within statistical surveys. The best form of generalization for case studies is analytical generalization, in which a previously developed theory is used as a template with which to compare the empirical results of the case study. If two or more cases are shown to support the same theory, replication[3] may be claimed. Analytic generalization can be used whether the case study involves one or several cases (Yin, 2003, p.32,33). Therefore, in this research the analytical generalization approach is used, because it is suitable for single-case research and since it is not this study’s intent to generalize in a statistical way across other organizations or sectors. The intent is to explore one case study organization in-depth and as a result, to make a start with analytic generalization.

[3] Repeating a research study to test and either confirm or question the findings of an earlier study (Babbie, 2007, p.6)

3.3 Data collection

This section describes the research instruments and the collecting of the data necessary for the research into the contribution of an HR portal.

3.3.1 Research instruments

Document and observations analysis
Especially in the beginning of the master thesis the document and observation analysis has taken place. This entailed that the internal documents of the organization were examined and that I participated in meetings and other relevant activities which were related to the subject (for example training sessions). The main goal of the document and observations analysis was to get acquainted with the subject of research and to get to know the context of the organization in which the e-HRM project was executed. It was important for this research to have a clear understanding of the context in which e-HRM is implemented because it contributed to the ability to assess the contribution of an HR portal.

Qualitative interviews
Another research instrument that was chosen was the qualitative interview. The qualitative interview is based on a set of topics to be discussed in depth rather than based on the use of standardized questions (Babbie, 2007, p.306). It was relevant for this research that topics could be discussed in depth because it contributed to a clear understanding of the specific HRM process and to a better understanding of the arguments of the interviewee. A qualitative interview is essentially a conversation in which the interviewer establishes a general direction for the conversation and pursues specific topics raised by the respondent. Ideally, the respondent does most of the talking (Babbie, 2007, p.306). There are two moments in time in which qualitative interviews have taken place. Some interviews were conducted before the HR portal pilot implementation and some took place after the HR portal pilot. In the next paragraph this is explained in more detail. The questions that were raised towards the interviewees can in most cases be classified as exploratory questions with “how” and “what” at the beginning. The interview protocol/questionnaire consists of open and closed questions. When an interviewee raised specific topics which appeared to be interesting and related to the subjects addressed in the interview protocol the interviewee was given the opportunity to talk about this. The interview population had to contain preferably the persons who had worked the ‘old’ and the ‘new way’ (with HR portal) in the HRM process. These people were expected to have the best insights with regard to the contribution of an HR portal because they had worked with it in practice. Three parties were especially important and have a specific role in the HRM process that is studied in this research report. These parties were the supervisors, P&O employees, and employees of the PSA department.

3.3.2 Collecting the data

Documents
In order to find documents which had a relevant content for the research, different strategies were used. My first strategy was to search the Internet and Intranet pages of the case study organization. There was hardly any information relevant for my research subject on these pages, except for the year documents of the organization in which general information was found about the case study organization. I also received a paper dossier which contained a few documents with regard to the e-HRM project. People at the case study organization were approached for certain documents, but I was then usually advised to first check the special directory. This special directory environment (for example on the “G:” station/directory in the computer) was accessible for people participating in the e-HRM project. For conducting this research an authorisation for this environment had to be obtained. This directory changed

during the research period. In the environment important dossiers were located with regard to the 'e-HRM mutatie DV' (e-HRM mutation employment contract). When the project proceeded more main files were placed in this directory, such as 'EHRM Digitaal Personeel Dossier', 'EHRM Indienst', and the remaining 'EHRM mutatie DV'. This had to do with the expansion of the e-HRM project. These main dossiers contained a lot of files with regard to the main subject. For example the 'EHRM mutatie DV' dossier, which was most relevant for this research, contained a few sub dossiers, such as 'Communicatie', 'Project Plan', 'Fase 1', 'Fase 2', 'Stuurgroep', and 'Support' which all in their turn contained a lot of files. These documents were screened and it turned out that a lot of information was outdated or not relevant for this research, such as old telephone lists or outdated powerpoint presentations of the beginning in 2007 or the end of 2006. It also contained a lot of test results of the HR portal. It mostly contained background information about the project. It was sometimes confusing what could be found in this directory. You could say that there was a so-called 'information overload'. On the other hand it was practical that so much information was available, but important documents such as the jaarplan of the HR department could not be found here. In the end only the HRsoft Inregeldocument was obtained from this directory environment. I also obtained some documents from the paper dossier, that was mentioned before, which contained a few documents. The other internal documents that I obtained I received during meetings or by asking other persons, for example the project manager of the e-HRM project.

The documents (from the case study organization) that were eventually used for this research report were:

- E(fficiënt)-HRM, de digitale revolutie;
- HRsoft (2008), Inregeldocument, Mutatieformulier Leidinggevende, HR portaal;
- Isala klinieken, op weg naar E-HRM, Business Case, concept, juni 2007;
- Isala Klinieken, E(fficiënt)-HRM, Advies rapport, concept, juni 2007;
- Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007;
- Jaardocument 2006, Stichting Holding Isala klinieken;
- Jaardocument 2007, Stichting Holding Isala klinieken;
- Jaarplan HR 2007, afdeling HR, 'the eagle has landed';
- Jaarplan HR 2008;
- Scoping Isala.

Observations

Although documents contain a lot of relevant information the information in these documents is not always sufficient or objective. In practice there can be (nuance) differences with what was described in internal documents. Internal documents are usually impregnated with good intentions, but how it works out in practice can sometimes be different. In order to valid the research, I decided to observe also in practice within the case study organization. Observations were for instance conducted in different meetings and during training sessions that were held for the project of e-HRM. Based on the observations the (nuance) differences could be found and issues could be discovered that were not or briefly addressed in the internal documents. Eventually a better understanding of the overall e-HRM project was obtained.

The following meetings were attended several times:

- Work group meeting e-HRM;
- Project group meeting e-HRM;
- E-HRM steering group meeting;
- Presentation Demo HR portal (PSA department, Communication department, P&O bedrijfsbureau, P&O advisors);
- Presentation progress e-HRM.

Qualitative interviews before HR portal introduction
First, an understanding of the old situation was needed in order to notice the changes and similarities in the new situation. Therefore a few cases in the old situation were studied (before the pilot). In order to get a good impression of the way the mutation flow goes in the situation before the HR portal, qualitative interviews were conducted with the various roles in the process. These interviews ideally had to be conducted before the pilot took place. The goal of these qualitative interviews was to get an insight in the former way of working. People who were expected to participate in the pilot were selected for these interviews, because these people probably already had some knowledge of the e-HRM project and were expected to have thought thoroughly about the former way of working due to the creation of the HR portal application. The interviewees were approached with the question whether they had a few cases (from the old situation, at that moment the current situation). These cases from real life practice were followed in-depth along the different chains in the HRM process. Subjects such as the current way of working, especially with regard to their role, tasks and time investment, and the expectations of the e-HRM were discussed. During the interviews relevant information was written down and this was put in a Word document. These Word documents were no literal transcriptions of the interviews but gave an impression/summary of the interview. These documents were kept confidential and were only used for the creation of this master thesis report. Also with regard to confidentiality, these documents which contained the interview notes were not given to the case study organization. These interviews can be seen as a zero measurement, because it helped to get an understanding of the situation before the HR portal pilot introduction and gave indications as to what subjects were important. To gain this understanding in the period between 17th of June 2008 and the 26th of June 2008 interviews were conducted with roles in the HRM process. These interviews were conducted before the start of the pilot.

Function	**Number of people/ interviews**
Supervisor	3
P&O employee	3
Employees from PSA (PA en SA employees)	2
Total	8

Table 12: Overview of the various roles, number of people, and number of interviews

These interviews lasted between 30 minutes and 1 and a half hours. The longest talk lasted 1 hour and 24 minutes. Half of the interviews lasted about 30 minutes and the other half lasted approximately one hour, so in total I did approximately 6 hours of interviewing. The interviewees were approached via e-mail in which they were asked to provide some cases from practice. A case existed of a (paper) mutation that was created and processed in the situation before the HR portal implementation. In total a sample of five cases (mutations) were followed through the flow of the mutation process. Some supervisors provided more than one case. The name and the personnel number from the mutation form was written down so that I could see what happened exactly with this specific case in the next step of the process. The cases were followed by interviewing the chains in the process, as mentioned before these were the supervisors, the P&O employees and employees from the PSA department. This was done in order to get an impression of the different tasks which the different parties in the process executed while processing a mutation form. In total a sample of 8 people was interviewed. The notes of these talks were written down in a conversation report.

Qualitative interviews after HR portal introduction
There are also interviews which were conducted after and at the end of the HR portal pilot. Further on in the research, information was needed to evaluate the contribution of an HR portal. In order to evaluate the contribution of an HR portal on basis of the pilot situation,

information was needed about the perceptions on this HR portal from the actual users of the HR portal (in the pilot situation). The goal of these interviews was to acquire more information and insight into the contribution of an HR portal in the opinion and experience of the people who used the HR portal (the new e-HRM system). These qualitative interviews were conducted with help from an interview protocol based on the operationalization of the constructs of the research model. These interviews were planned to take approximately 1,5 hours time. This estimation was based on the fact that it would take approximately 10 minutes for the introduction: an introduction on myself, the description of the goal and the explanation of the confidentiality of the interview and the audio tape. Also 10 minutes was planned for the questions on every subject/construct (7 main subjects). The last 10 minutes were planned for the final remarks for which the interviewee did not saw opportunity to bring into the interview earlier and to thank the interviewee for their available time. In total this led to an estimated time investment of 90 minutes or 1,5 hours. The persons which were selected as a sample for the interviews were approached via e-mail. These interviews were audio taped with a voice recorder and these records were later (literally) transcribed towards a Word document. These audiotapes and documents were kept confidential and were only used for the creation of this report and were and shall not be provided towards Isala klinieken. The interviews for assessing the situation after the HR portal pilot were conducted in the period of 29th of October until the 20th of November 2008. People were invited for these qualitative interviews by e-mail. The fact that some people from Isala klinieken knew me due to the various meetings that I attended, probably contributed to the response rate on the interview requests. The interviews were conducted at the work place of the interviewee in order to remain their normal work environment. Due to the fact that there were not that many P&O employees who had worked with the HR portal during the pilot I decided to plan also talks with the (senior) P&O advisors in order to get a better understanding of the P&O tasks. Thus, the research population was expanded with an extra chain, the P&O advisor. Due to confidentiality a distinction between senior P&O advisor and P&O advisor could not be made.

Function	Number of people	Number of interviews
Supervisor	5	5
P&O employee	4	3
(Senior) P&O advisors	3	3
Employees from PSA (PA en SA employees)	7	6
Total	19	17

Table 13: Overview of the various roles, number of people, and number of interviews

I conducted 15 interviews with one person and 2 interviews with 2 persons. Five interviews took an half hour, eight interviews took 1 hour, and four interviews lasted 1,5 hour. In total I did approximately 16,5 hours of interviewing. The typed out Word documents were between 6 and 20 pages, with an average size of 15 pages per interview. The half hour interviews were usually planned at request of the interviewee or when the interviewee did not have a lot of experience in working with the HR portal.

3.4 Data analysis

In this section the analysis of the different research sources is described. The analysis of the data contains different elements which are similar to the areas on which the data were collected, namely the document analysis, the observation analysis, the qualitative interviews before the HR portal, and the qualitative interviews after the HR portal pilot.

Documents
The data of the documents are interpreted on basis of the topics from the operationalization table. Relevant elements were for example ‘about e-HRM project’, or ‘about HR portal’, or

'about HRM department', or 'about Management Self Service', or 'about the old way of working in the HR process'. When interesting aspects were found I looked at other documents to see if there were similarities and differences. In this way I tried to assess if the information in the document was accurate. Finally the documents were selected which had the 'most complete information'. Although other documents did contain small bits of information, the documents which were the most complete and elaborate were preferred and chosen. With help from the selected internal documents I was able to describe and analyse certain topics which were related to the case study organization and that were important for this research.

The subjects that could be written about due to the document analysis were:
- Information about case study organization;
- Structure of the HRM function within case study organization;
- Motivation for e-HRM;
- The content of e-HRM project and HR portal goals.

Observations
As described before, the observations were obtained in meetings but also outside meetings. The observations were interpreted based on the information that was retrieved from the internal documents analysis. The meetings to attend were chosen based on the expectations that I had of the particular meeting. Sometimes afterwards meetings appeared less relevant for the research than was initially expected. This usually had to do with unclear information about the content of this meetings. During observation, I explored the possible differences and similarities with what was described in the internal documents. When differences with the internal documents were noticed, questions were asked to find out the exact situation in practice. Due to the observation analysis certain topics about the case study organization which were relevant for this research could be described more in-depth.

These subjects could be described better due to the observation analysis:
- Planning of the e-HRM project;
- The pilot group;
- Structure of the e-HRM project;
- Types of meetings.

Qualitative interviews before HR portal introduction
The notes of the interviews that I conducted with people before the implementation of the HR portal pilot took place were written on paper. Later I typed these notes into a Word document. These Word documents were interpreted by looking at the similarities and differences between the different interviews. Based on these interviews an analysis could be made of the 'flow' of the mutation process and an insight into the time investment that was related to the old way of working was obtained. The construct of time investment could be explicated with help from these interviews. These interviews also gave first indications as to what were the expectations of e-HRM in the opinion of the people who had to work with HR portal in the future.

Based on the analysis of the qualitative interviews before the HR portal introduction the following parts could be created:

- The time investment scale and construct;
- Some first expectations on e-HRM;
- The flowchart, the administration chain of transactional HR processes (situation before HR portal).

Qualitative interviews after HR portal introduction
Each audio record from an interview was typed out into a Word document literally and can therefore be referred to as an interview transcript. These first raw materials were analysed further based on the operationalization tables that were mentioned earlier in this chapter. The interview transcripts were studied more in-depth in a so-called content analysis[4]. In this content analysis, the information expressed in the interviews was interpreted based on the topics in the operationalization tables. In practice this entailed that every answer had to be categorized to the specific interview topic it concerned, because the order of question topics in the actual interviews were in practice not always similar to the interview protocol. This categorization/coding of the information was done by using a specific numbering system. The main topics of the interview protocol were numbered and also the question numbers of the interview protocol were used and these two types of numbers were assigned to specific parts of the literal transcribed interview. This analysis and numbering was done manually. In this way, the interview transcripts were summarized into relevant quotes per interview subject, which realized a second raw material. This second raw material is titled ‘the analysis of the interview transcripts’ and can be found in appendix 3. Differences and similarities between the several interviewees were explored in this analysis. In some cases, the questions that were asked by the interviewer (myself) were added to some quotes in order to completely understand the interaction that took place and to note the context of the arguments. However, the literal transcripts of the interviews are not included in the appendixes due to confidentiality reasons. From the second raw material (the analysis of the interview transcripts) concrete findings could be formulated.

Due to the analysis of the qualitative interviews after the HR portal the subject mentioned below could be described:

- Findings on new situation with HR portal.

[4] The study of recorded human communications (Babbie, 2007, p.320)

4 Findings/results

As mentioned before this research has been conducted within a healthcare organization, namely Isala klinieken, located in Zwolle, the Netherlands. In this chapter all empirical findings from the case study are presented.

4.1 Introducing case study organization: Isala klinieken

In this section the case study organization is presented. The context is important, because it is relevant to have some information about the organization in which the research has been conducted.

Introduction to the organization
According to the historical information provided in the organization profile on their website, Isala klinieken was created 10 years ago (1998) as a merger between two hospitals in Zwolle, named hospital Sophia and hospital Weezenlanden. Although a few years ago claiming to be the largest not-academic hospital in the Netherlands (Jaardocument 2006, Stichting Holding Isala klinieken, 2006, p.5). Nowadays, Isala klinieken appears to be more aware of the disadvantages related to the huge size of the organization. They mentioned their governance complexity in the Year document 2007 (Jaardocument 2007, Stichting Holding Isala klinieken, 2007, p.28). According to their latest information (jaardocument 2007) they have 5,691 employees (was 5,971 in 2006) and claim to have approximately 1,000 beds. They are searching for ways to reduce the governance complexity in order to be more dynamic because this is expected of the healthcare sector by society and political government. (Jaardocument 2007, Stichting Holding Isala klinieken, 2007, p.28).

Mission, vision and strategy
Isala klinieken has an ambitious mission. Isala klinieken wants to be the leading, innovative outstanding hospital for the population that is located in between the academic centers of Groningen, Utrecht and Nijmegen. In this hospital ‘care made to fit’ (in Dutch: ‘zorg op maat’) is offered, quality is very important and high performances are delivered for a favourable price. Furthermore it is pleasant and challenging to work at Isala klinieken (Jaardocument 2006, Stichting Holding Isala klinieken, 2006, p.18; Jaardocument 2007, Stichting Holding Isala klinieken, p. 28). Also the vision and strategy have been defined in the Year Document. Isala klinieken wants to excel with process efficiency and a clear view on the core activities (Jaardocument 2006, Stichting Holding Isala klinieken, 2006, p.18; Jaardocument 2007, Stichting Holding Isala klinieken, p. 29).

Structure
The organogram of Isala klinieken can be found in appendix 4. The Isala klinieken are divided in five primary care groups, namely caring group Heart & Lungs, caring group Surgery, caring group Parent & Child, caring group Head & Sense Organs, caring group Internal (functions), caring group MOS (Medical Supporting Specialism), and caring group OK&IC (Operation Room and Intensive Care). The main patient care is supported by caring groups MOS and caring group OK&IC. There is also a department Isala Facilitar and a number of staff departments. Within the Isala there are -with a few exceptions- three hierarchical levels: the Council of governing board, caring group management and the head of the caring team (Jaardocument 2006, Stichting Holding Isala klinieken, 2006, p.6; Jaardocument 2007, Stichting Holding Isala klinieken, p.10). All caring groups look the same or almost the same as the group of Heart & Lungs, but this is not visualized in the organogram in order to remain clarity. OC stands for the Dutch word “onderdeelcommissie ondernemingsraad” this means that this is a small commission that is part of the central work council. A caring group is divided into several caring teams. The caring team is different than

the caring group. The caring team is a part of the caring group and therefore has a lower hierarchical level. In these teams the line managers are frequently called ‘HZT’er’ which stands for Head Caring Team.

<u>Conclusion</u>
For this research it is relevant to know that Isala klinieken is a large organization that experiences governance complexity. They are searching for ways to reduce the governance complexity in order to be more dynamic. Also from their organogram this governance complexity becomes apparent.

4.2 Structure of the HRM function within Isala klinieken

For this research it is important to know the structure of the HRM function, because the HR portal is concerned with HR processes. It was not that easy to obtain information about the way HR is organized within Isala klinieken. When information was gathered about this subject, for example on their website, not much information could be found about HR and also in most of their internal documents HR was mentioned briefly. Only the documents written by the HR department itself contained useful information (HR jaarplan 2007; HR jaarplan 2008). I have had the opportunity to be involved ‘internally’ at Isala klinieken for a period of time. I was located in the HR kenniscentrum, and thus had the possibility to obtain documents and some inside information from practice. The HR function has three levels, firstly the central HR department which is located as a staff department, then secondly the bedrijfsbureaus, and finally followed by line managers/supervisors who also have tasks related to the HRM processes. The structure of the HRM function is visualised in figure 3 (partly based on a figure presented in the HR jaarplan 2007, p.4).

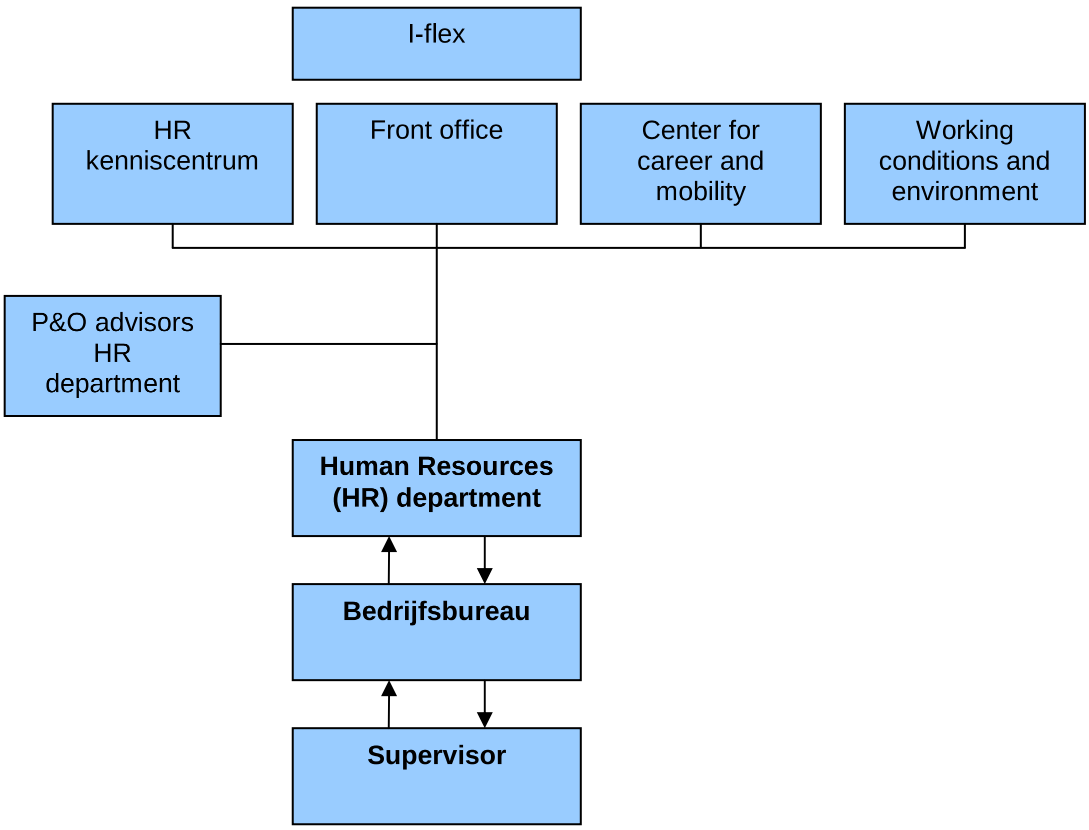

Figure 3: The HRM function within Isala klinieken

Staff department HR
There is an HR department located in the staff departments (located central in the organization, not decentral). This department is number 4 of the staff departments located in the organogram. The HR department exists of the HR kenniscentrum, the Front office, the center for career and mobility, I-Flex, and working conditions and environment. The HR department had 54 employees (37.35 FTE) in February 2008. I-Flex had 6 employees (4.73 FTE). The structure was changed in 2006 and was intended to provide a clear line between policy and execution. The responsibilities and authority were placed as much as possible decentral within the line-organization (HR jaarplan 2007, p.4). The structure of the HR department is also explained in figure 3.

HR kenniscentrum (translated: HR knowledge center) is mainly concerned with HR policy-related issues and provides policy-related support. The HR front office does administrative and secretarial tasks and provides support in knowledge areas. The HR front office supports the HR kenniscentrum, the center for career and mobility and the HR manager. The center for career and mobility is concerned with the career of the employees within the organization, but also with the vitality that is needed. I-Flex can be seen as the internal employment agency of Isala klinieken for all zero-hour contracts.

The HR kenniscentrum is the place where the e-HRM project started and shall therefore be explained more in-depth. As mentioned earlier, I have been involved with Isala klinieken and was located in the HR kenniscentrum. As mentioned before, this department is mainly concerned with policy-related issues and provides policy-related support. The HR kenniscentrum has ‘customers’ which are the P&O advisors of the bedrijfsbureaus, the supervisors, and members from the Council of governing board.

The HR kenniscentrum is devided into a few policy related disciplines, in the table below the different disciplines and their main responsibilities are listed (based on HR jaarplan 2007, p.6 -14).

Disciplines of HR kenniscentrum	**Main responsibility**
Rechten & plichten	The juridical questions with the regard to the employment relationship
Flexibiliteit & leningheid	The ability of the organization to adapt towards changes
Management development & opleidingen	The education and development of employees
Werving, selectie & arbeidsmarkt	Signalising trends and possibilities concerning the recruitment and selection and monitoring the average age of the employees within the organization
Gezondheid & reïntegrate	The relationship between work and health
Loopbaan & mobiliteit	The question how to keep Isala klinieken attractive for employees
Projectmanagement	Support for various projects (think about for example the e-HRM/HR portal project).
Informatie & control	Improving the information supply and to manage the HR applications
Prestatie & belonging	It concerns questions around function appreciation, performance reward, appraisal systems, and flexible labour agreements

Table 14: Disciplines within the HR kenniscentrum

Bedrijfsbureau
Every caring group has an own 'HR service bureau'. These service bureaus are called 'bedrijfsbureaus' and are located in the organogram under the caring group (decentralized). Caring group connected activities, mostly operational activities, have been decentralized within these bedrijfsbureaus. This has been done in order to give the supervisors the ability to solve personnel or organizational questions better on their own (HR jaarplan 2007, p.4). Decentralized entails that the bedrijfsbureau is not a staff department but instead they provide (operational) support and service on a decentralized organizational level. The bedrijfsbureau facilitates the supervisor on various subjects, such as Business & Control, Information & Automation, Care development & Occupation Education, and Personnel & Organization. The Personnel & Organization is the most important aspect of the bedrijfsbureau with regard to the topic of e-HRM and HR portal and therefore this part of the bedrijfsbureau will be explained more in-depth. The part of the bedrijfsbureau that is concerned with Personnel & Organization has a senior advisor P&O, an advisor P&O and one or two P&O employees which provide HR related services. An employee from the PSA (Personnel, Salary, and Administration) department is also connected to a certain caring group and so to a certain bedrijfsbureau. The P&O employees at the bedrijfsbureau have an informing function towards supervisors and are linked towards the central HR department (in terms of policy, regulations and standard working methods). There are differences between the sizes of the various caring groups and therefore differences in the amount of work, but nevertheless all bedrijfsbureaus have almost the same P&O employee FTE capacity. Recruitment and selection was originally intended to be done centralized (by the staff HR department), but currently the bedrijfsbureau does this task decentralized, because this worked better in practice.

Supervisor
The supervisor also has a role in the HRM function, although this is not described in the internal documents. They are however described as a customer of the bedrijfsbureau (HR jaarplan 2007, p.6), but in fact the supervisor is in most cases the first person that employees turn to when they have HR related questions. Usually the supervisor can tell where an employee should go to have their questions answered or they find out the answer themselves and communicate this back to the employee. It could occur that employees want to change elements of their labour contract, for example a change in number of working hours or a department change. In some cases employees have accepted a new function and therefore in their labour contract arrangement their function name and perhaps also their salary has to change. The supervisor then has a talk with the employee and they write down the demanded changes. These changes are written down on the paper mutation form. In order to get an impression of this form, a copy is included in appendix 5. The supervisor and employee sign for this and send the mutation request towards the bedrijfsbureau (this was the case in the situation before the HR portal introduction). Supervisors are also involved in the absence leave of their employees and register for each employee of the department the number of absent days. They keep in touch with employees who are absent for a long time. In some occasions supervisors grant bonuses or allowances towards an employee because of for instance a positive work achievement. Sometimes the supervisor also helps employees who want to take special absence leave or maternity leave.

<u>Conclusion</u>
The HRM function within Isala klinieken has a structure with a lot of different chains that could be perceived as very complex. The staff department HRM is located central and here the policies are created with regard to the HRM processes and, according to the documents, they also provide support when executing these policies. Projects such as the e-HRM project start here. Then the next chain is the bedrijfsbureau who have facilitative tasks towards the supervisors of the caring teams. With help of the bedrijfsbureau a supervisor can answer personnel or organizational questions better on their own. The following chain is the supervisor who is the direct contact person for the employees of a specific department.

Supervisors also have also a number of tasks related to the HR process. Responsibilities and authority are placed as much a possible 'within the line'.

4.3 Reasons for e-HRM

The document analysis showed that in the past it was agreed on that HRM is something that is placed 'within the line' (Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007). This refers to the creation of the bedrijfsbureaus who had to facilitate the caring groups with HR services and it refers also to the creation of the PSA department (personnel administration and salary administration melted together). However not all resources and instruments have been moved with this decentralisation (Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007). An example of these missing instruments and resources is that necessary information (the personnel files) are most of the time not available decentralized (for supervisors). This has led to the development of so-called "shadow files". These are unofficial files in which the supervisor keeps track of all the changes that have been made in order to keep an overview of the information with regard to the employee. These files are in most cases not complete and can contain errors. When the decision was made to choose for e-HRM the administrative processes of the mutation forms took a lot of time, it was complex and error-sensitive. The time aspect was caused by the fact that the mutation form was going over a lot of different chains (in Dutch: schijven) and the internal post sending also took extra time. The complexity had to do with the unclearness of the process (who is responsible for which tasks?) and the inability to control where the mutation form was located at a certain moment (who can be contacted about the mutation?). The error-sensitive part had to do with the fact that the paper form had to be inserted afterwards into the HRIS system (Beaufort) which could lead to typing or other accurateness errors. The need had been formulated to efficiently organize/streamline and modernize all administrative HR processes within Isala klinieken. Modern information and communication technology could be used to realize this. (Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007). Furthermore, the character 'e' in the word e-HRM has within Isala klinieken a different meaning, namely 'efficient'.

History of e-HRM project
According to the document analysis, in the autumn of 2006 the project of E(fficiënt) HRM started and the process of selecting the right package- and recruitment process began. After making an action plan in November of 2006 the functional requirements and wishes from the various departments were inventoried in a few workshops. These wishes and requirements were supplemented with requirements regarding the technical, implementation and supplier aspects and this formed the package of requirements of e-HRM. In March 2007 the project group invited three suppliers to present their demo of their solution before a large group of end users. The demo was based on several practical cases from Isala klinieken which were send to them beforehand. In April 2007 the decision was made to choose Randstad HR solutions who worked together with HR soft (another company) (Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007). In a later phase of the e-HRM project, approximately in the beginning of the year 2008, it was decided to continue just with HRsoft, because the cooperation with Randstad HR solutions was not satisfying due to communication problems. A cooperation with just HRsoft appeared to be possible and therefore Isala decided to continue with just HRsoft.

Company goals with the e-HRM project
It is relevant to know which goals the case study organization has formulated and how this is related to the literature. The document analysis has shown that the goals of the project of e-HRM have been consistent from the beginning, they stayed the same without change. In to be assumed earlier documents (E(fficiënt)-HRM, de digitale revolutie) the order of the last two goals was different. In later documents (Isala klinieken, op weg naar E-HRM, Business Case, concept, juni 2007; Isala Klinieken, E(fficiënt)-HRM, Advies rapport, concept, juni

2007; Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007) the goal of cost reduction was put in fourth place instead of the fifth. The latest order of the goals is being maintained in the description. The goals of the case study organization are provided below.

1. Re-orientation of HRM towards strategic HRM

Less time is needed for the administrative processes, in this way more possibilities and time are created for strategic HRM. At this moment much time is lost with discussing/talking about the operational issues (E(fficiënt)-HRM, de digitale revolutie).

When this is compared to the literature, this goal that Isala has formulated has to do with the fact that HRM departments are asked to focus on strategic questions (Lepak and Snell, 1998). This goal has a great overlap with the first goal that was described in the theoretical framework 'improving the strategic orientation of HRM'. In the current time HR professionals are expected to make a strategic contribution to their company. As was written in the theoretical framework, no longer can HR professionals simply focus on monitoring and updating policies and procedures or perform hiring, selecting, training, compensation in isolation (Lepak et al., 2005). IT is mentioned in the theoretical framework as a factor that can influence the operational aspects of HR by streamlining operations and alleviating much of the administrative burden (Snell, Pedigo, And krawiec, 1995; cited in Lepak and Snell, 1998).

2. Improve the provided service to management and employees

The service is currently characterized by complex mutation forms and lengthy procedures. With the use of ICT these procedures are made easier and more accessible and the bureaucracy is reduced. (E(fficiënt)-HRM, de digitale revolutie) This will lead to shorter run-through-times of change processes (Isala klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007).

If this is compared to relevant literature, this goal appears to be based on an important reason for e-HRM which is described in the theoretical framework, the reason that HRM departments should be service-oriented towards management and employees (Lepak and Snell, 1998). This goal has a strong connection with the third goal in the theoretical framework 'client service improvement/facilitating management and employees'. As was described in the theoretical framework, HR professionals are still being asked to maintain their role as service provider towards managers and employees (Lepak and Snell, 1998). It can influence relational aspects of HR by increasing the timeliness and service levels with employees and managers (Snell, Pedigo, And Krawiec, 1995; cited in Lepak and Snell, 1998). But, as has been mentioned in the theoretical framework, this goal appears to be somewhat contradictory with goals of efficiency, because it is difficult to achieve efficiency and at the same time achieve a client service improvement (Lepak and Snell, 1998).

3. Quality improvement (of input)

Because the registration now takes place at the source and the mutation is being transmitted from the "workflow" the chances of failures in the input are reduced. This leads to a quality improvement of the administrative processes (E(fficiënt)-HRM, de digitale revolutie) and of the administrative change process (Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007)

When a comparison is made to relevant literature, this goal has a strong overlap with the goal from the literature which is described in the theoretical framework 'cost reduction/efficiency gains'. The reduced chances of failure (if this has taken place) would be an efficiency gain. The quality improvement that is mentioned has to do with more efficiency and productivity. In a meeting with the e-HRM project manager this was agreed on and so the quality improvement can be put under the goal from the literature 'cost reduction/efficiency gains'.

4. Cost reduction by means of productivity improvement
At this moment the processes go over different wheels/different chains where mutation forms are being rewritten or supplemented. These “double” actions costs unnecessary time and leads to (time-consuming) mistakes (E(fficiënt)-HRM, de digitale revolutie). With the use of ICT less work by hand shall be necessary and this will spare costs. Also the quality of the inserted mutation forms shall improve, which leads to less execution of controlling and correcting tasks. This will also free capacity and make the change process cheaper (Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007).

Also this goal which has been formulated by Isala klinieken has a strong connection to the literature described in the theoretical framework. The reason that lies at the basis of this goal is the reason that HRM departments should work efficiently and be aware of costs (Lepak and Snell, 1998). There is a strong similarity with the goal described in the theoretical framework ‘cost reduction/efficiency gains’ that was found in the literature used for the theoretical framework, IT can help reduce costs and improve productivity by automating routine tasks and practices (Snell, Pedigo, and Krawiec, 1995; cited in Lepak and Snell, 1998). However the same critical note has to be made as in the theoretical framework with regard to cost reduction and efficiency gains, the time saving achieved with e-HRM cannot (always) be directly translated into actual financial benefits, since it is difficult to say whether the time freed up was used for a productive purpose, resulting on more effective tasks (Dias, 2001, p.285).

5. Improved employee communication
Complex mutation forms are experienced as not user-friendly and accessible. By supporting these processes the employees, P&O advisers and supervisors are better supported in their daily work (E(fficiënt)-HRM, de digitale revolutie).

This is a goal that cannot be found directly in the literature that is used for the creation of the theoretical framework. It touches lightly the goal of ‘client service improvement/facilitating management and employees’ which is described in the theoretical framework, but is does not cover it completely. The communication part is about the way the communication is perceived after implementing an HR portal and about the way the communication is perceived with other parties that are also located in the process. Therefore this goal is different from the goals mentioned in the literature, but it is not a goal that can simply be placed under the other goals. So this goal is seen as empirical input from the case study organization and shall be measured separately in the evaluation of the HR portal.

Estimated improvements and advantages per target group
Based on the goals that are formulated by Isala klinieken, there are some improvements and advantages which are expected by Isala klinieken and these became clear during the document analysis (E(fficiënt)-HRM, de digitale revolutie). These expected advantages and improvements are formulated per target group. For the **supervisor**, it is expected that the process becomes easier. This means that less time is needed for filling in the forms. For the **P&O employee** (at the bedrijfsbureau), it is expected that less time is needed to check and supplement the paper mutation form. The **PSA** department (Personnel, Salary, and Administration department) receives the mutation forms digitally (in the new situation), this means that they no longer have to be re-typed from the paper mutation form, but can be (after a received approval) inserted into the personnel information system (E(fficiënt)-HRM, de digitale revolutie). For **employees in general** this will mean that mutations are being processed quicker. Also the chance for failure is reduced, this shall be noticeable in the amount of mistakes in the personnel’s mutations.

Conclusion

Most of the goals that are formulated by the e-HRM project manager show a great overlap with the literature, only the goal about improvement of communication could not be found in the literature. The improvements and advantages per target group are very optimistic. In the documents there are no disadvantages mentioned in terms of the changes for the different target groups. Also in the different meetings during the observation phase, no disadvantages were mentioned, only the advantages were stressed. Perhaps some documents have also been created to convince important parties/stakeholders of the relevance of the e-HRM project? If this is the case then it is understandable that these PR (Public Relations) documents did not contain the disadvantages. Also with regard to different meetings it could have been the case that important parties/stakeholders were present. It could also be the case that at the time of creation of the documents and at the time of the meetings no clarity existed about the disadvantages or the disadvantages were expected to be few or not existing.

4.3.1 Reflection on the research model

Adjustment of the research model

Based on the goals that were found within the case study the research model had to be adjusted with one extra construct that was not found in the relevant academic literature, but that was found in the empirical data. This construct is labelled as ‘improved employee communication’.

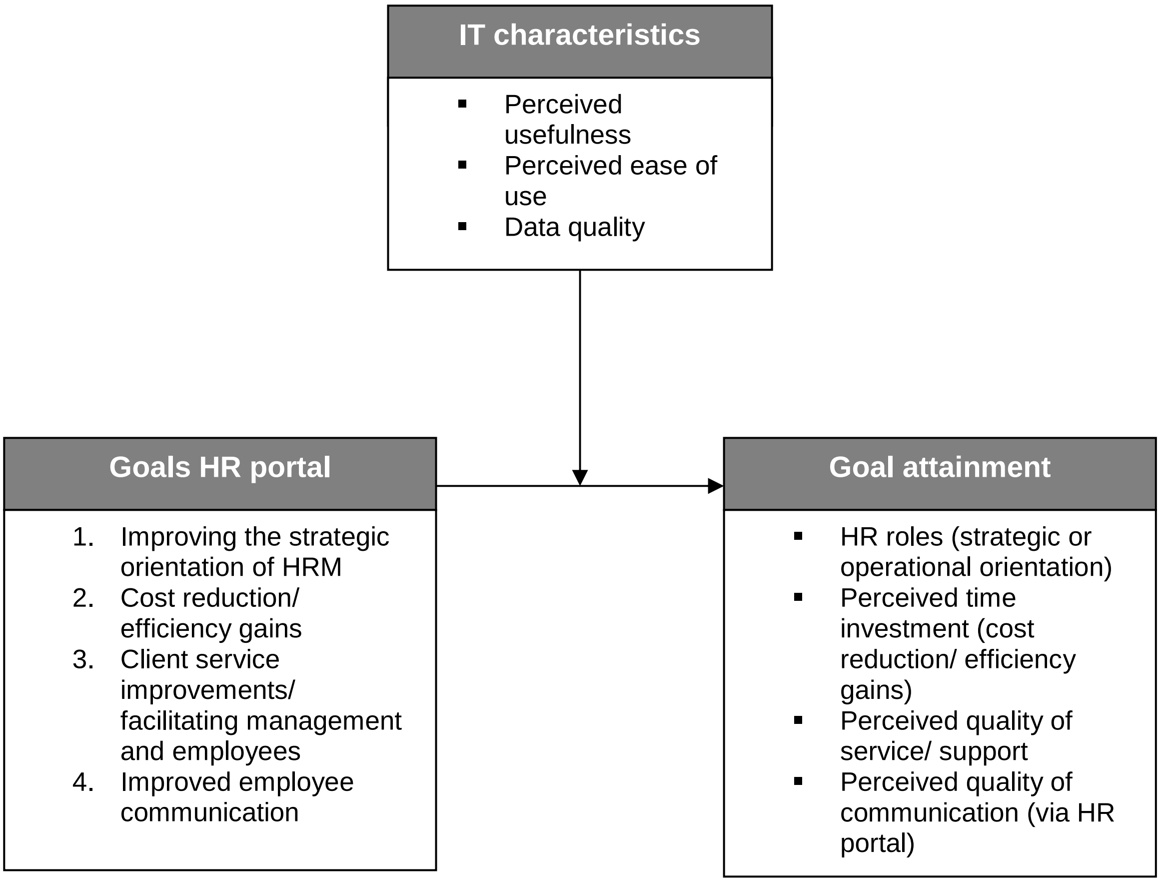

Figure 4: The adjusted research model based on empirical data at case study organization

Operationalization of the perceived quality of communication (via HR portal)
The new construct of 'perceived quality of communication (via HR portal)' which was derived from the empirical data had to be operationalized too. The operationalization table of this construct is presented below.

Constructs of the model	Variables	Scale (indicators)	Examples of topics for interviews
Perceived quality of communication (via HR portal) Definition: the experienced quality of the information flow(s)			
	Accuracy Definition: refers to the error-freeness of the communication	▪ Advise that is given is mostly error free	1. Communication with other parties located in the process 2. Opinion on communication 3. Opinion on speed of information transfer 4. Content of the questions
	Timeliness Definition: refers to the perceived speed of information transfer	▪ The information is transferred quickly ▪ New additional information is transferred quickly *Partly adapted from Ledlow et al., 2003; Party self-constructed, 2008*	

Table 15: Operationalization table, Perceived quality of communication (via HR portal)

Also for the interview protocol questions were created for the construct of perceived quality of communication. In appendix 1 and 2 the interview protocol can be found.

4.4 The e-HRM implementation project at Isala klinieken

For this research it was important to have a good understanding of the e-HRM project, because I expected it to contribute to an understanding of the information and opinions provided in the qualitative interviews. I have been connected to Isala (HR kenniscentrum) and so have been able to get a good impression of the organization of the e-HRM project, that is of the introduction, implementation and development of the e-HRM project. Some information described in the organization of the e-HRM project is based on information obtained in practice in the case study organization.

Planning of the project
In 'Scoping Isala' it is mentioned that the mutation form for the employment relationship (or also referred to as the mutation form for the supervisor) is the first HR form on paper from Isala klinieken that is digitalized into the HR portal. This digitalization process is divided into a few steps (Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007) which have been taken and put in a table presented on the next page in which the estimated and actual time plan and possible rescheduling is included.

Step	Estimated time plan	Rescheduling	Actual time plan
Step 1: Creating a programme of requirements	- no information found -		November 2006
Step 2: (Pre)selection of a possible supplier			(Probably) January 2007
Step 3: Demonstration of possible suppliers			March 2007
Step 4: Definitive choice			April 2007
Step 5: Creating experimental garden (the pilot)	April 2008	June 2008	July – October 2008
Step 6: Evaluation and preparation of implementation. (organization wide implementation)	June 2008	October 2008	End of 2008 (first steps taken in November 2008)

Table 16: The time plan of the implementation

I have been involved with the HR department (HR kenniscentrum) when the choice for a supplier was already made (so after step 4). Therefore the information before step 4 about the estimated time plan is scarce. In some cases some information was found afterwards in documents (various time plans with regard to e-HRM: various e-HRM overall plannings) and in some cases not found. The actual time plan was in that respect easier to gather than the estimations that were made before. This table makes clear that the project knew some rescheduling and that the estimated plan was not always achieved, but was in most cases achieved a few months later.

Also the findings in practice confirmed that as with most projects, also this project has had some setbacks and delays. When I first talked in February with the HR advisor project management (e-HRM projectmanager) about the plans for a pilot evaluation, the pilot was scheduled to take place in April 2008. Shortly after this, the supplier and also builder of the software (HRsoft) for the HR portal communicated that the software and the system would not be ready in time. Then the deadline of the HR portal pilot was rescheduled towards June 2008. It was planned to commence in June 2008 and end at the beginning of September of 2008. But in the training sessions (planned on 26-05-2008 and 27-05-2008) it appeared that the HR portal was not functioning properly enough to start the pilot (problems with sending and receiving towards other roles in the portal). Due to these circumstances the deadline was postponed towards the 30th of June. First, the pilot period was shortened with one month, from June 30th until the 31st of July, in order to get more on schedule. Then, it was concluded that one month would be too short for a pilot and so the ending date of the pilot was stretched until the 31th of September, setting the release date on the first of October. October would be the final date to roll out organization wide, because of the year closing. Otherwise it was claimed that it would be too busy and too much pressure for parties involved. The start of the pilot on the first of July was also exciting until the last moment. The pilot started eventually on the 2nd of July.

In an e-mail (send on 25-6-2008) towards all participants of the pilot of the HR portal (P&O employees, P&O advisors, PA and SA employees, caring group managers, supervisors and functional application control employees) the advisor project management informed everyone about the positive and negative aspects of starting in July and he decided to take the 'jump' and start in July. Two issues that remained were:

- There was still a problem with the automated letters. The letters that were from the old system (a system called Officelink which was connected to Beaufort and automatically created letters) were perceived as much better. The letters were at the time of the aforementioned e-mail not sufficiently automated and so still requested a lot of craftwork from the P&O employee;
- The delegation function which can be used to delegate the tasks when an employee is on a holiday or is ill, was not functioning properly.

As the HR advisor project management (e-HRM project manager) described it in the Isala Pulse (this is a news paper about and for the whole organization) in October 2008, "it was quite 'tricky' to start the pilot. We saw things that were not there yet, but that would come. But a pilot is there to implement improvements. We tested a lot and changed a lot. The process is good now, but can always be improved" (Isala Pulse, October 2008, p.10). Later the stretched date of September 31th was stretched further towards the end of October. Organization wide implementation took place on the first of November and trainings were provided around this date.

The digitalization process of the HR activities within Isala klinieken contains more planned phases than the one in which the mutation form for the supervisor are replaced for a digital form. Below these phases are mentioned to give a complete overview of the whole project within Isala klinieken.

- Phase 1: replacing current paper mutation forms for supervisor;
- Phase 2: retrieving process information and status information;
- Phase 3: replacing paper mutation forms for commencement of employment;
- Phase 4: Business case concerning absent leave;
- Phase 5: Creating a digital personnel file.

(Scoping Isala)

Pilot group
Originally, the participants of the pilot group were caring group OK/IC and caring group MOS. The communication department was also connected to the e-HRM project, but in a different way, since this is not a department from which many mutations could be expected. This department was connected to the project in order to give suggestions on the communication aspects of the HR portal. The caring group Heart & Lungs was supplemented to the e-HRM project later on (mentioned in a project meeting, 2-4-2008) but was added before the start of the pilot. According to information provided in the project meeting this lead to a twice as big pilot group size. In a later stage of the project (the end of June 2008) it appeared that KCL (Klinisch Chemisch Laboratorium) (which is part of the caring group MOS) wanted to withdraw from the pilot. Also not all caring teams within MOS and within OK/IC participated in the pilot. KCL appeared to have organizational issues (no replacement when people were on holiday). In a project group meeting (18-8-2008) it was mentioned that the problems at KCL were solved and they were as quickly as possible going to be a part of the pilot group. They had to be trained first before they could be a part of the pilot. Eventually, KCL probably started more than one or two months later in the HR portal pilot.

Structure of e-HRM project

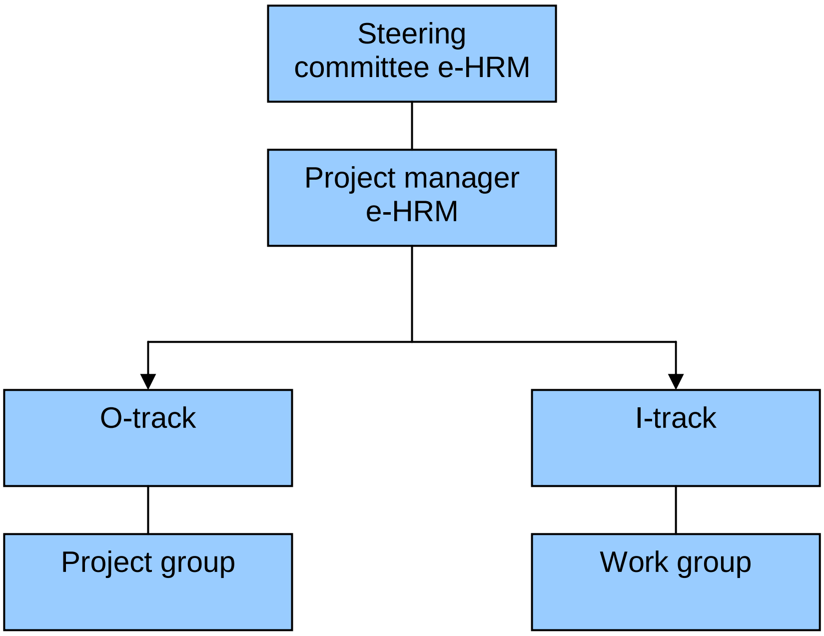

Figure 5: The e-HRM project organization within Isala klinieken

At the highest hierarchical level of the project the steering committee is located. Under that the project manager e-HRM is placed. Then a separation between two sides of the implementation is made. There is a section that is more focused on the organizational side of the implementation (O-track), with the project group placed under it. Another section is more focused on the information technology (IT) side of the implementation, with the work group located under it. This figure is almost the same as a figure named 'project organization' created by the project leader of the O-track of the e-HRM project. In the original document the project group is also called work group, but I know from practice that this work group is usually called project group so this name is used in the abovementioned figure. In the original version of this figure the names of all participants in the different task groups were mentioned. The direction of the arrows in figure is the same as in the original document, but it can be questioned whether this arrow is directed in the right way, because the issues and relevant decision subjects seem to be introduced from the bottom-up, so the arrow in the figure should probably have been pointing up.

In a steering committee meeting (13-03-2008) the project manager of the e-HRM project explained what the different functions of the different tasks groups were. The explanation that was given in this meeting and other small details observed in the case study organization practice gave insight into the content of the tasks groups.

The **steering committee** is the advise group of the commissioning party of the e-HRM project (manager HR staff department). The manager HR has given the assignment towards the project manager to start this project. The input in this meeting comes from the background of the various disciplines who have a position in this steering committee. Items discussed in the steering committee could possible be taken to the highest level of the organization in the governing board meeting. The smaller decisions taken by the project group are also talked about and discussed in this meeting. Functions that had a position in the steering committee were: the manager HR (also the commissioning party), the director of HRsoft, the manager of PSA, two managers of a caring group, and the leader of IC2IT. IC2IT is the IT department of Isala klinieken that recently has become an independent business unit. The **project manager e-HRM** is the person who connects all the different chains in the e-HRM project and takes care of communication and organizational issues related to the e-HRM project. The **O-track** in the figure means that this is the side that is concerned with the organizational aspects which have to do with the implementation of the HR portal. An interim project leader was also connected to this. This person also attended the project group meetings. The **project group** receives input from the work group (remarks on the process). The project group then decides whether the decision is a 'quick-win' decision or whether it is an issue to be decided by the steering committee. When the decision has a crucial impact (effects on scope or deadline of the project or too big financial impact) then it is not a quick-win decision and it should be handled by the steering committee. In short, the project group is allowed to make decisions which can contribute a lot and of which the effects are expected to be small. Functions that joined in the project group were P&O advisor, some HZT'ers (supervisors of the caring team), an employee from the communication department, and a P&O employee from the bedrijfsbureau. The **I-track** stands for the Information Technology (IT) side of the implementation and the aspects that have to do with this. A consultant from HRsoft was connected to this, he also attended most of the work group meeting. Also an employee from IC2IT was connected as a project leader to the I-track and he also attended most of the work group meetings. The **work group** was created in order to explain the current process of the mutation forms in an IT sense towards the supplier of the HR portal. The work group made their contribution in terms of doing suggestions with regard to the functional capability required for the system/HR portal. Functions that participated in the work group were an employee from Functional Application Control, an employee HR (central), a few P&O employees from the bedrijfsbureau, and an employee from the PSA department.

4.4.1 Types of meetings

Due to the various task groups and the different phases in the project e-HRM project, there were different meetings. These types of meetings shall be explained on basis of the observations in practice.

- **Work group meeting e-HRM**

In the work group meetings usually the practical issues and details of the HR portal application were discussed. The emphasis lied on the IT side of the system. The work group looked critically at how the mutation process was designed before the HR portal was implemented and tried to derive important details from practice which had to be integrated into the HR portal. In order to get an impression I attended the work group meeting of 21-02-2008. I do not know how often these meetings took place because I was not always informed. This work group also gave input on what kind of sections/field/screens of Beaufort were used so that the supplier could build the reading and writing application. In this group the 'inregeldocument', which was created by the software supplier (HRsoft) and which contained the details about how the system was going to work and look like, was discussed in detail in work group meetings.

- **Project group meeting e-HRM**

Usually, information was given about the current state of affairs within the e-HRM project, for example where the HR portal implementation was experiencing difficulty. The next issue was usually providing information about the decisions that had been made in the steering committee and about the planning of the project. The project group was allowed to make decisions that were labelled as so-called 'quick wins', which meant that these decisions had a low impact but a high benefit/gain. Also relevant documents were discussed and usually the consultant from the supplier (HRsoft) gave a review on how the development/creation of the HR portal system was going. In some occasions some information about the size of the pilot group was given, or requests were made on an overview of who was actually participating in the pilot. Sometimes information about training dates was given and sometimes an explanation about the pilot was given. These meetings took place approximately once a month. I attended a few meetings (6-2-2008; 28-02-2008; 2-04-2008; 18-04-2008; 18-8-2008) and therefore got a good impression of its usual content.

- **Steering group meeting**

The steering group meetings received input from all other meetings but also from other disciplines, parties, and stakeholders. In these meetings relevant documents and the overall planning of the e-HRM project were usually discussed. With regard to the achievement of deadlines, possible problems were discussed. These problems could be related to financial, quality, or time issues. Then usually the decisions or suggestions done by the project group or other disciplines were looked at. As mentioned before, especially decisions that could have a huge impact were made by the steering group. There were always made minutes (in Dutch: notulen) of these meetings. I also created minutes for a few steering group meetings. These meetings also took place approximately once a month. I attended a few meetings (13-03-2008; 25-04-2008; 3-7-2008) in order to obtain a good impression.

- **Other meetings related to the e-HRM project**

There were also a few meetings which were planned irregularly. In the beginning of my orientation phase a lot of presentations of the demo of the HR portal were given to various disciplines (for instance employees of the PSA department and P&O employees). I attended these four demo presentation meetings scheduled on 7-2-2008 and 18-02-2008 in order to get an impression of the HR portal. This presentation was given by the project manager of the e-HRM project. Unfortunately the software consultant of HRsoft was not attending these demo presentations and therefore critical questions about the possibilities of the system could not be answered fully. Also a bit unfortunate was the fact that during the meeting for the PSA department the connection of the network was bad, which gave a lot of problems in showing the HR portal demo environment. There were also a few meetings as a preparation of the pilot which I attended, for example special training sessions (of which I attended the second training day scheduled on: 30-06-2008) and some testing of different versions of the HR portal (14-05-2008; 22-05-2008).

4.4.2 Reflection

Based on the structure that was created for the e-HRM project and based on the different types of meetings, it can be concluded that it was attempted to communicate with all parties in the project and to involve as many people as possible. All chains which are important in the HRM function, namely the supervisors, the bedrijfsbureaus, and the central HR department were connected to the e-HRM project. Also the PSA department and IT-experts were involved. A disadvantage of this amount of people was that there was sometimes unclearness about who participated in which tasks group. The lists of names were confusing, there was sometimes more than one ‘right’ list or people’s names were misspelled. It can be concluded that due to the various tasks groups the project became very complicated. The complexity of the project led in its turn to a quite complicated planning with a lot of different steps. Also the information that was given in the meetings was quite often not written down, except for the steering group meeting minutes (in Dutch: notulen). In the beginning of my research observation only minutes were made of the steering group meetings, in a later stage, also minutes were made of the project group meetings. Further, there was the aspect of overrunning the scheduled time plan, especially with regard to the start of the pilot and the organization wide implementation. There have been some challenges and delays in the e-HRM project, but this is something that in practice happens with a lot of projects. In reflection, understanding the e-HRM project within Isala klinieken also helped to understand opinions that were expressed in the interviews and this in turn helped to formulate conclusions and recommendations.

4.5 The HR portal within Isala klinieken

In this paragraph a description is given of the HR portal within Isala klinieken.

There are a few fundamental ideas which Isala klinieken has formulated when they started with the e-HRM project and these are provided below.

- The work is as much as possible done decentralized;
- Existing HR-systems (Beaufort/Gemal) are being maintained;
- Current processes are being maintained as much as possible;
- Current processes are being standardized by applying ICT;
- Introduction of Management Self Service (MSS), for the time being no Employee Self Service (ESS);
- HR is owner (delegated by Council of governing board) of 'wrapper'-solution.
  (E(fficiënt)-HRM, de digitale revolutie; Isala Klinieken, E(fficiënt)-HRM, advies rapport, definitief, juli 2007)

Since 1996 all HRM processes within Isala klinieken are executed with the systems of Raet B.V. (Beaufort/Gemal). This situation is maintained, because as formulated in the fundamental ideas it was initially not the intention to replace these systems. It concerns an extra way of applying, namely the digitalization and centralization of the administrative processes. This can be described as an "workflow wrapper" which is placed around Beaufort (Beaufort remains to be the underlying basis) (E(fficiënt)-HRM, de digitale revolutie). In short, the so-called "wrapper approach" is chosen by Isala klinieken.

HRsoft BV (as mentioned before, the supplier of the HR portal software) claims to be an independent specialist and a market leader on the area of integrated HR portals and e-HRM solutions. The ambitions of the company HRsoft are: improving the efficiency of the existing HR processes, improving the HR functionality, communication and the service level. According to their vision, the result of an HR portal will be more efficiency and employee satisfaction (Inregeldocument, p.5). According to their brochure (stroomlijn uw HRM & Service Center), organizations are streamlining their HR processes for special leave, absence leave, declarations and reviews in order to have less paper work, more overview, direct communication with involved parties and also more commitment. HRsoft claims that a lot of organizations have multiple systems with different functionalities and technologies. Precious time is wasted by having to log in into these different systems and searching for information. Also the P&O employees are contacted when information cannot be found, these employees are then withdrawn from important strategic and policy-related tasks. The "HRsoft solution" is an HRsoft portal, which is a "wrapper" in which knowledge and information secured through internet becomes available for managers and employees. The information in this solution is derived from various systems with various technologies. Existing systems do not have to replaced. Standard templates give a quick start, but it is possible to customize these templates to the wishes and demands from the organization. Within Isala klinieken a standard template was customized substantially.

4.5.1 Characteristics of the HR portal

Isala klinieken has chosen for the "wrapper" solution that has been provided by the software supplier HRsoft. This "wrapper" solution shall be placed over the existing HRIS (Human Resource Information Service) system that is called Beaufort (developed by Raet). In practice, this means that the "wrapper" can read from the existing system (Beaufort) and can also write back new information into the existing system. The system of Beaufort can therefore be seen as the "source"-system that lies under the HR portal.

Within the e-HRM project the choice has been made to first implement Management Self Service (MSS) and perhaps later Employee Self Service (ESS). The main argument for this choice is based on financial reasons. With MSS the number of users will be smaller and so the costs of the software license will be lower. But also the fact that Isala has a lot of caring employees plays a role, because this personnel is not used to and does not have the time to use the computer quite intensely, in contradiction to the many "office-related-companies". In the future, when there is more clarity about the advantages and when the HR portal has proven to be a good instrument, the HR portal will also be extended towards a Employee Self Service (ESS) application. For now, (regular) employees cannot access the HR portal.

The system is not accessible from outside the Isala klinieken. It is an internal system that shall be placed on the company intranet. A hyperlink towards the HR portal is placed on the intranet. The HR portal is not totally integrated into the intranet lay-out structure, because this was not possible. The HR portal does have the "Isala colours" and looks very similar to the intranet environment. There are different roles within the HR portal. These roles play an important part in the HRM mutation process. These roles have been mentioned in this research report before, namely supervisor, P&O employee, and PSA employee. These three roles have been given an authorisation for the HR portal, but there are also some other roles which are related to these roles (for example operational assistant or P&O advisors) and they have also gotten access in most cases.

Based on the documents analysis and the scan which I did of the HR portal, different services which the HR portal has to offer can be distinguished. In the HR portal there are different mutation possibilities which are provided in the table below.

Kind of mutation	Possibility
Function change	to change the function which an employee has
Change in the number of working hours	to change the number of hours that an employees works and the related part time percentage
Change in salary	to change the salary of an employee
Labour contract prolongation	to prolong a contract of an employee
Allowance and bonus	to give an employee a special allowance or bonus
Change in department	to change the department where an employee works
Special absence leave	to give an employee special absence leave, for example for parenting responsibilities)
Outplacement	to let an employee go

Table 17: HR portal services offered for administrative HR process

4.5.2 Functionality of the HR portal

In this section the functionality of the HR portal and the way users were supposed to work with the HR portal will be described. There are different actions possible with the HR portal. Al these possible actions could have a positive effect on the work achievement and productivity of an employee. These possibilities are:

- Possibility to do mutations/make changes to the labour contract

Within the HR portal there is the possibility to start a mutation

- Possibility to see what has to be done

The HR portal also gives information about the tasks that a specific person still has to do

- Possibility within the HR portal to follow mutations

There is a possibility to follow mutations through the HR portal and to see which chain in the process currently 'has' the digital mutation for processing. In the situation before the HR portal implementation this was not possible. A mutation could be located sometimes by contact via the telephone, but it was not always possible to exactly locate a mutation.

The dashboard is the point of departure for a user within the HR portal. The dashboard has various menu-items and screens. With help from the dashboard a user can start the possible processes (for example a function change) and navigate through different overviews. The dashboard for a supervisor has a few sections, such as 'welcome', 'to do', 'roles', and 'announcements'. The dashboard for P&O bedrijfsbureau and the PSA department looks almost the same, except the 'annoucement' section is left out. The 'to-do' section gives an overview of the task that need to be executed. The 'announcement' section contains different kinds of announcements, for example birthdays of the employees that this supervisor is responsible for. In order to get an impression of the dashboard, in figure 6 a screenshot is presented.

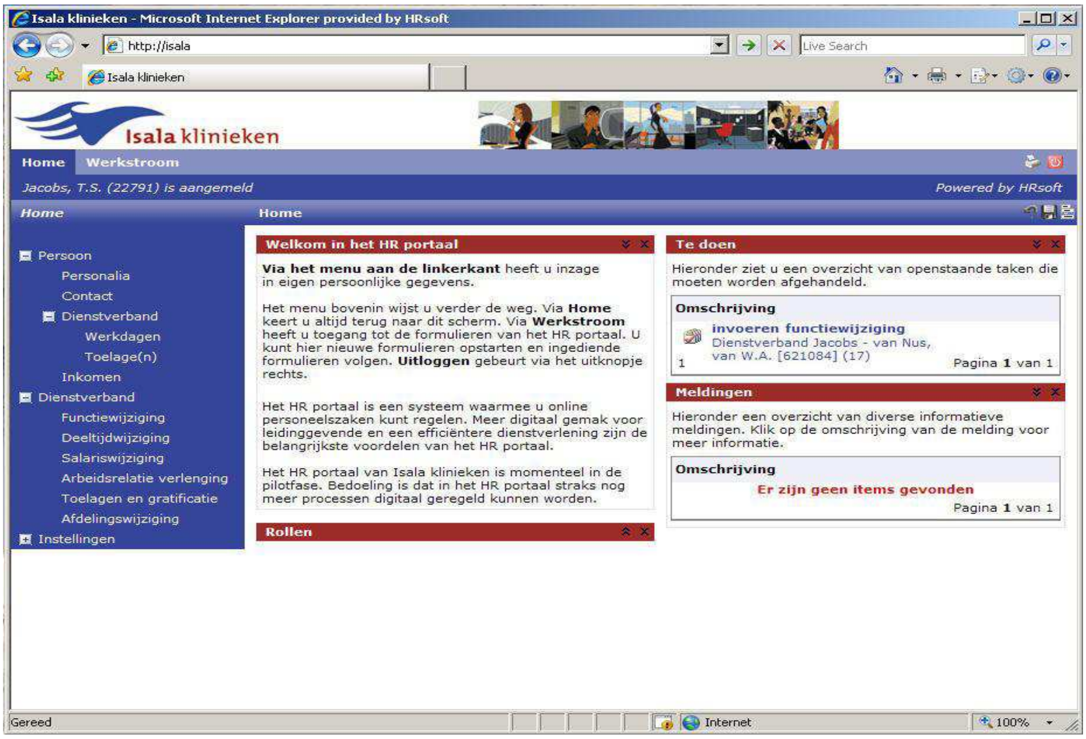

Figure 6: A dashboard of a supervisor (retrieved from Inregeldocument, p. 8)

In the left side of the screen in blue (in figure 6), the section 'dienstverband' (employment relationship) contains the different 'digital mutation forms' that can be started (see also the subjects that can be mutated on). When such a digital mutation form is selected a process is opened. Then a list of possible employees (that are under the supervision of the supervisor) appears in the screen and the supervisor has to click on the right, for example on 'change function' and then the process starts on that specific name of an employee. See also figure 7 to get an impression. If the user does not click on the action part on the right, but clicks on the left on the name of the employee instead, the personal information of the employee becomes accessible for the supervisor (information that was formerly only to be found in the personnel files).

Figure 7: List of employees and starting point of mutation (retrieved from Inregeldocument, p. 9)

The information does not have to be written down but can be inserted digitally. Also the program has the capability to give a signal when the mutation form is not filled in completely. This might reduce the mental effort that is necessary to interact with the system. Also this signal should reduce the changes of the mutation being send back from the bedrijfsbureau towards the supervisor, because of missing information. There are also help texts included in the HR portal which should make the interaction with the system more understandable and more clear than it was with a paper mutation form. Due to the easy lay-out of the system it should be easy to let the system do what is intended by the user. However, the confirmation that the employee has to give on the mutation request has to be achieved via e-mail. The programme Outlook is used to communicate towards the employee. This has to do with the fact that the employee has no access to the HR portal (due to Management Self Service).

The HR portal is a reading and writing application, which means that the HR portal can read and write towards the HRIS system which is used within Isala klinieken (Beaufort). This entails that the HR portal can retrieve personnel data from Beaufort, but can also 'overwrite' this data with new information. The data that can be found in the HR portal has been obtained from the 'source' system Beaufort. This data was in the past only accessible to P&O employees, who had a reading authorisation for Beaufort and for employees of the PSA department, who can read and write in Beaufort. The supervisor did not have access to this data and the paper files of the employees were stored at the P&O employee and a financial file was stored at the PSA department. Therefore the supervisor created own files at the department. The data that can be found in the HR portal is now accessible to the supervisor which is a change compared to the situation before the HR portal implementation.

4.5.3 Reflection on the HR portal within Isala klinieken

In potential the HR portal had the ability to help achieve all goals of the HR portal. For the goal related to the HR roles there are possibilities to get a more strategic overview, because the portal reminds the user of the tasks that have to be done. There are also more possibilities than before to follow the mutation through the process. Further, it is expected due to the digitalization/standardization that there is more time left for other activities opening up space for strategic activities. However, the remark has to be made that the HR portal is still primarily focused on the administrative tasks. The HR portal captured the promise of needing less time to make changes towards the employee labour contract because the information can be typed into the system and does not have to written down or typed over again into Beaufort. The goal of reducing the time investment and thereby improving the productivity can therefore in potential be achieved. Also with regard to the service towards management and employees the promises are worthwhile. The portal has the functionality to help the user when they experience difficulties. For example it gives a signal when a mutation form is filled in incorrectly and there are help texts that help and support the user of the HR portal. The screen of the portal looks as easy to use. With regard to the communication goal, it is more standardized and therefore the communication has the potential to become more clear. However, for the employee the communication is not necessarily improved because it is now only Management Self Service and no Employee Self Service, which entails that the portal provides access only to managers and HR professionals and not for the employee. The employees have to use other means to communicate with their supervisor such as e-mail or telephone contact and this might potentially limit the communication through the HR portal. Further the so-called "wrapper" approach, which is the integration of the HR portal with other ICT application (such as Beaufort) and the needed connection towards Outlook (e-mail) can complicate the functionality and communication of the HR portal further.

4.6 Experience of users of the HR portal for the administrative HR process

In this paragraph the findings on the contribution of the HR portal towards the HR process are presented. The experiences of users are based on the pilot of the HR portal within Isala klinieken. The findings are structured based on the research model and the operationalization of the constructs. First the results reflecting on the goals of the HR portal are formulated and later the research findings on the IT characteristics are described. With all the goals of the HR portal firstly the situation before the introduction of the HR portal is described and then the research findings of the situation after the implementation of the HR portal are presented. For the IT characteristics only the situation after the HR portal introduction is relevant. The research findings after the HR portal are based on the qualitative interviews that were conducted after the pilot. A more extended analysis of these final interviews can be found in appendix 3 (analysis of the interview transcripts). In this more extended analysis the longer versions of quotes used in this paragraph and also quotes which are not used in this paragraph can be found. The short quotes provided with the findings in this paragraph are intended to give a short impression about what was expressed.

4.6.1 HR roles

In the operationalization table the construct HR roles has been defined as ‘the role(s) HR professionals play within an organization’. It was expected that by implementing the HR portal the HRM would become more strategic and it is the first of the company e-HRM goals to re-orientate HRM towards strategic HRM. In order to understand the different roles in the process and their tasks that they had before the HR portal eight roles in the process were interviewed. As mentioned in the methodology chapter, five mutation forms (cases) were followed through the administrative mutation process. In these talks information was gathered about the tasks of the different roles. I created a document in which these tasks were listed. A translated version (towards Dutch) of this document was send to the interviewees. Six reactions were received in which people were agreeing to the content or doing suggestions for improvement. On basis of these reactions the document was improved and with help from this document a table was created, in which the general tasks related to the mutation process are listed. This table is provided below.

Role	Tasks
Supervisor	▪ Possibly request for job opening authorisation (which is needed for every extra hour that a department wishes to have) is requested (but not always necessary, when there is no need for extra hours, for example in case of replacement) (connection to the mutation process is not always made by supervisors) ▪ Prepares mutation ▪ Sometimes during preparation consults P&O for unclear mutations (for example about approach or current salary scale of employee) ▪ Talks with employee and fills in left parts of the mutation together with employee (for example signatures) ▪ Sends mutation with the internal post towards P&O employee at the P&O bedrijfsbureau ▪ Saves pink form
P&O employee	<u>After receiving mutation from supervisor</u> ▪ Receives mutation by internal post from supervisor ▪ Stamps mutation on the day of arrival with the date (only some P&O employees do this) ▪ Takes personnel file o In case of required job opening authorisation checks if this is present and approved (puts a copy behind mutation

	form) ▪ Checks Beaufort (P&O employee has a reading-authorisation) o Checks for difficulties that can be experienced by PSA o Writes down additional information for the PA employee (for example: function code, functional scale, CAO type and periodical month) ▪ Sends mutation with internal post towards the PSA department ▪ Saves blue form <u>After the letter of PA employee is received</u> ▪ Receives document of letter created by the PA employee digitally in the e-mail ▪ Customizes the letter ▪ Checks for mistakes in the text of the letter(s) ▪ Checks the lay-out (for example margins, M. or Mrs has to be on 5.1 cm) ▪ Checks personnel data (for example: number of holiday days) ▪ Removes any blanc pages ▪ (Sometimes) checks if mutation is processed correctly into Beaufort (with reading-authorisation) ▪ Makes confirmation Memo for supervisor and sends this with internal post towards supervisor ▪ Prints a letter on stationery, a duplicate of the Memo supervisor, a letter on blanc paper, and the personnel file of the concerning employee towards P&O advisor. Sometimes the P&O employee receives change suggestions from P&O advisor. The P&O employee then creates a new letter with the suggested changes. <u>After receiving the signed letter and personnel file from P&O advisor</u> ▪ Sends the signed letter with external post towards employee (confirmation of the mutation for employee) ▪ Saves copy of the letter and a copy of the confirmation memo for the supervisor into personnel file
PSA department	▪ Receives mutation with the internal post from P&O employee (emptying the post box is rotated between employees of PSA department) ▪ Stamps the mutation on the day of arrival with date and name of department
PA employee	▪ Notes in list (Excel file) when mutation form was received and whether it was received ‘on time’, ‘too late, but can still be processed’, or ‘too late for this month’ (mostly done by one employee of the PSA department) ▪ If it is needed for the mutation, does not work without a copy of the required job opening authorisation ▪ Checks mutation for completeness ▪ Possibly has telephone contact with P&O employee for clarification ▪ Possibly has telephone contact with supervisor for clarification ▪ Processes the mutation in Beaufort (PA employee has writing-authorisation for Beaufort) ▪ Creates the letter in officelink, PA employee does not customize ▪ Sends letter digitally by e-mail towards P&O employee ▪ Puts a date on the white form and gives white and yellow form to SA employee ▪ Saves green form
SA employee	▪ Puts the personnel number into Beaufort and processes mutation towards salary administration

	▪ Sends yellow form to the control employee (control on 'standenregister') ▪ Saves white form into the financial file of employee (contains for example financial and salary information) (Talk with SA employee was short and I did not get the complete picture due to circumstances related to the mutation forms that I followed, these could not be processed at the moment that I was there. Reactions on the documents confirmed this.)
Control employee	▪ Controls on the 'standenregister' ▪ Saves yellow form
P&O Advisor	▪ Receives duplicates of letter and supervisor Memo, original letter intended for employee, and personnel file (from the P&O employee with internal post) ▪ Checks on juridical aspects ▪ Sometimes suggests changes in the letter and sends the letter with written remarks with internal post towards P&O employee at the bedrijfsbureau ▪ Sends final version of the letter towards senior P&O advisor or caring group manager with internal post, in some cases it can be given personally
Senior P&O advisor or Caring Group Manager	▪ Signs letter sometimes in name of caring group manager and sometimes caring group managers signs himself/herself (differences between types of contract and nuance differences between caring groups) ▪ Sends signed letter back to P&O employee at bedrijfsbureau via internal post, in some cases it can be given personally

Table 18: Tasks of different roles within HR mutation process before HR portal introduction

The table shows that all parties located in the HR process who made changes towards the labour contract of an employee were primarily focused on the operational, administrative tasks. There were a lot of different parties in the mutation process who all had their specific tasks in the (old) administrative mutation process. The mutation process could be classified as quite complex because there were a lot of chains and a lot of small steps that had to be done.

As mentioned in the methodology chapter, after the implementation of the HR portal pilot 19 people were interviewed about the experienced HR role after the use of the HR portal. Below the research findings on the HR roles (strategic or operational orientation) are presented.

<u>Current role in the mutation process/opinion about current role</u>
An opinion that mostly came across in the interviews was that the role has not changed that much in comparison with the situation before the use of the HR portal (in the pilot setting). In practice this means that the HR role is (still) focused primarily on the operational, administrative component. This was the case for supervisors, P&O employees, P&O advisors. Some quotes with the opinions of these three roles are provided below.

> *"Kijk, mijn rol was altijd al 'een mutatie in gang zetten'. Nou, die rol heb ik nog steeds, maar het verschil is natuurlijk dat het waar het voorheen een formuliertje invullen en vervolgens was ik er zeg maar af, is niet helemaal waar, maar oké. En nu zitten daar meer stappen in. Dus in die zin zeg maar is die wel wat anders, maar de rol, namelijk 'het in gang zetten van de mutatie', dat is eigenlijk hetzelfde gebleven."* (supervisor)

"Op zich denk ik niet dat de rol heel erg veranderd is. Wat wij hadden was het controleren van het mutatieformulier zoals dat echt op papier stond. En in feite is dat nu nog steeds zo. Het is nu nog steeds zo dat wij eerst bekijken van 'nou klopt het allemaal?' " (P&O employee)

"Ja, dat is niet anders geweest [..] wij ondertekenen altijd de brieven die er uitgaan. Dat is nu en dat zal ook in de toekomst zo zijn." (P&O advisor)

Some supervisors mention within the context of their role that the dependence people have on them has grown slightly, because they are a little bit more experienced because of their participation in the pilot.

"Mijn rol is dat men heel af en toe nog iets afhankelijker van mij is. Dat komt, wat ik meestal doe wij hebben hier ook artsen die ook weleens een mutatie schreven en maargoed nu hielp ik daar [eerder] ook wel bij, maargoed nu moet alles via mij. Omdat op dit moment hebben zij daar nog niet mee gewerkt [..] Maar mijn rol is eigenlijk niet veranderd ten opzichte van het andere mutatieformulier. [..] maar dat [meer afhankelijkheid van anderen] is een kleinigheidje en dat vind ik niet vervelend, nee." (supervisor)

Looking at the answers that were given by supervisor, P&O employee, P&O advisor, SA employee, it can be stated that not that much has changed or that perhaps the timeframe has been too short for the interviewees to signal a change in their role. Only the PA employees perceived it differently. They argue that their role has in fact changed and will probably develop into a different direction in the future, namely the direction of the salary administration (SA-employee side).

"Nou, ik ga mezelf omscholen tot salarisadministrateur zeg maar. Dat je breed inzetbaar bent en blijft voor de toekomst. Hoe dat er precies gaat uitzien, dat heeft er ook mee te maken met de hoeveelheid mutaties die nog op papier naar ons toekomen. Dus er is natuurlijk een overlap, of een overgangsperiode, en ja hoe dat zal gaan? [kijkt vragend]." (PA employee)

<u>Changes compared to the old situation</u>

Concerning the changes in comparison with the situation before the HR portal, there are some positive sounds related to the digitalization. Some supervisors claim to be quicker and have one points of access (their computer screen/HR portal).

"Ja, je kan het niet vergelijken. Ik kan blijven voor mijn scherm. Het is veel sneller ook en veel overzichtelijker. Ik klik vaak even het schermpje aan om te zien wat er nog instaat. Hè wat ik gestart heb enzo, het is veel overzichtelijker. Ik ben er super blij mee, het is een goede vooruitgang." (supervisor)

Most of the supervisors mention 'transparency' and 'overview' as one of the positive changes. In the past it was sometimes unclear how far in the process certain mutation forms were located or which department was handling it at that moment.

"Op de oude manier met de formulieren, ik had totaal geen zicht op waar de mutaties bleven of waren. Met dit systeem, dat werd me al heel snel duidelijk, zou je ze als goed is kunnen gaan volgen. Dat was eigenlijk mijn belangrijkste drijfveer, want dan. Mensen vragen je er soms naar. Dat was ook een beetje mijn beeld erbij. Dat je inzicht, inzicht, letterlijk inzicht kreeg in van 'waar zit het?' of 'moet ik er nog wat in doen?'." (supervisor)

P&O employees appear to be more careful in expressing an opinion on whether the digitalization has an effect on their tasks.

"Ja, het gaat nu gewoon allemaal digitaal, dus de taken zijn gewoon heel anders. Maar of die taken nu echt meer zijn." (P&O employee)

They do signal a clear change however in the manner in which the letters are created and the fact that the confirmation memo for the supervisor is not there anymore. The letters are in the situation after the HR portal implementation created by P&O employees whereas in the past these were created by PA employees (see also table 18 about the tasks before the introduction of the HR portal). The confirmation memo for the supervisor contained information about the holiday hours and supervisors needed these for making planning and rosters. Now it has been replaced with a special document that the P&O employees have to fill in and these are send towards the supervisor by e-mail. These two items are different from how it was done in the past and are not perceived as an improvement. Other solutions have been created in which the P&O employee sends an e-mail with a separate document in which the needed information is provided, which in turn leads to more work for the P&O employee.

> *"Het overzicht voor de vakantie-uren, die is er gewoon niet. En we hebben natuurlijk een extra taak gekregen om in één scherm ook de uren te gaan zetten, wat normaal de PSA deed. Dus die moeten wij erin gaan zetten. Maar dan komt er een papiertje uit, uit het systeem. Waar dan wat opstaat, de vakantie-uren en dan denk ik van 'ja moet ik dat nou naar de leidinggevende sturen'? Want die weet niet wat die ermee moet. Daarvoor hadden we een memo voor de leidinggevende en daar stond het duidelijk op. Het overzicht is nu niet duidelijk. Nee, het is niet overzichtelijk."* (P&O employee)

During the pilot some supervisors also started to notice that they did not receive the confirmation memo anymore. This was also by the supervisors mostly perceived as a disadvantage of the new situation, because they needed it to fill the so-called 'Jus-kaarten' and make roster and (holiday)planning.

> *"Ja, die kreeg ik altijd wel van [P&O medewerker]. Dus dat is toch wel iets dat viel me op, want iedereen heeft een eigen file bij ons en alles gaat daarin. Daar komt nu niets meer in te staan. We moeten zelf de mail uitdraaien zeg maar. Als je een officieel stuk hebt, van nou wat ze met de mutatie krijgen, dat zou ik ook wel willen hebben, ja."* (supervisor)

<u>Opinion about the tasks in the HR portal</u>
The opinion about the tasks in the HR portal was in the interviews coloured with feelings about the standardization that the HR portal brought (or is expected to bring). Some people thought that their ability to use their creativity and expertise is impeded.

> *"Ik ben wel van mening dat je eigen creativiteit en deskundigheid niet in brieven of iets dergelijks. Je kunt daar wel in meedenken, maar je bent wel belemmert, vind ik, door die vaststaande brieven en vaststaande bijlagen die eruit rollen, daar kun je zelf niks meer aan veranderen. Ik vind dat zelf geen prettige ontwikkeling. [..] We voelen ons daar toch wel in beperkt. En dat is tegelijkertijd het punt waarvan ik het niet leuk vind, dat vind ik niet leuk."* (P&O employee)

Others stressed the incompleteness of the current situation.

> *"Dit is een pril begin. Maar zo ben je natuurlijk met het elektronisch patiëntendossier ook begonnen. Ook langzaam opbouwen, we beginnen nog met langzaam alleen wat bloeduitslagen en dan komt de röntgen erbij. Langzamerhand wordt zoiets opgebouwd, dan dossiervoering. En dan heb je nog oud & nieuw door elkaar, wat je nu natuurlijk ook hebt. En dan heb je natuurlijk nog de mensen die nieuw komen, die hebben 't dan wel digitaal, maar de mensen die er al zijn die hebben nog een deel oud en een deel nieuw."* (supervisor)

> *"Ja, we moeten even wennen aan de nieuwe situatie, omdat het nog niet helemaal af is. De oude situatie was wat completer. Dan hadden we ook een memo voor de leidinggevende, die hebben we nu niet. Het is een beetje, nou ja, het is niet compleet."* (P&O employee)

But there are also positive sounds of people who like their tasks, because the HR portal is handy and more pleasant to work with.

> *"Ja, vind ik wel leuk! [..] Dit is handiger, prettiger* om mee te werken." (supervisor)

Some people do not know yet how it will turn out. These people apparently need more time to get used to the tasks in the HR portal.

> *"Ik kan er nog te weinig van zeggen, want ik weet gewoon niet hoeveel vragen er gaan komen vanuit de leidinggevende, want die werken er natuurlijk nog maar nauwelijks mee. Kijk en het leuke van dat mutatieformulier vond ik altijd om vanuit je eigen specifieke kennis te kijken van 'nou kan dit?' en 'wat wil zo'n leidinggevende er nou mee?'. Kijk, en nu moet de leidinggevende in principe zelf alles al goed invullen en dan is dus de vraag van nou 'hoe gaat dat lopen'. Daar kan ik gewoon nog te weinig van zeggen. Ik verwacht dat ze evengoed nog vaak zouden komen met de vraag van 'hoe moet ik dit nou doen?' of 'hoe zit dat in de CAO?' of 'kan ik dat wel of niet doen?' " (P&O employee)*

Ideas for improvement for the HR role

With regard to the HR role not that much suggestions were made, some reacted with practical improvements in their tasks, because apparently changes in their tasks could positively influence their HR role.

> *"Ja, met name de taak dat dus de werknemer krijgt dan een e-mail nadat de mutatie is aangevraagd. Dan moet hij de e-mail weer naar mij terugsturen. Dat vond ik weer wat dubbel. Dan denk ik nou, ik heb dat in gang gezet, ik ben al akkoord. Hoeft van mij niet, kan eigenlijk veel sneller gewoon naar personeelszaken en die kan het verder afwerken. Ja, gewoon als ik, kijk de werknemer moet natuurlijk tekenen dat is het probleem natuurlijk, zo'n digitale handtekening zetten. Ja kijk, het feit als jij gewoon met een werknemer in overleg gaat voor een verandering van dienstverband, dat doe je altijd samen, dat doe je niet in je eentje. Je zou er ook voor kunnen tekenen dat als personeelszaken de brief terugkrijgt, om daar een mailtje van terug te krijgen. Heb ik dat gekregen dan zou tussen personeelszaken en werknemer zou gewoon dat verkeer kunnen gaan."* (supervisor)

4.6.2 Perceived time investment (cost reduction/efficiency gains)

In the operationalization table perceived time investment was defined as 'the perceived investment of time when working on a mutation form'. As mentioned before in paragraph 4.3, in the situation before the HR portal introduction the mutation process took a lot of time. When the decision for e-HRM was made by Isala klinieken the administrative process of the mutations took a lot of time therefore it was an important reason to choose for e-HRM. The mutation had to be seen by a lot of chains in the process and the internal post sending also took extra time.

While following the five mutation forms (cases) through the administrative mutation process I also got information about the time investment. As mentioned in the methodology chapter, I interviewed 8 people in order to understand the time investment in the old situation. On basis of the conversation reports of the interviews the flowchart of the administration chain of the transactional HR process of the situation before the HR portal pilot within Isala klinieken and an explanation of this flowchart was created. This flowchart can be found in appendix 6.

In this flowchart the mutation process was pictured with all the relevant task elements in it. In the explanation of the flowchart the time investment for each task was explained on basis of the information acquired during the interviews. The explanation of the flowchart about the tasks and the time investment were also in a translated version (Dutch) send to all people that were interviewed in which they were asked to supplement or signal inadequacies. I received a reaction from six persons in which they either were agreeing with the explanation or explaining their own tasks and time investment more specifically. This helped me to improve and supplement the explanation. I received no further explanation on the 'no clear time investment' elements. This flowchart and its explanation helped me to self-construct the construct of 'time investment'. This construct was used in the interviews that were conducted after the HR portal pilot. In the table below I have pictured the perceived average time investment of tasks in the HR process before the introduction of the HR portal.

Tasks	Time investment
supervisor	
Receive an approved job opening authorisation	1-2 weeks (connection to the mutation process is not always made by supervisors)
Prepare the mutation	7-10 min.
Talk with employee	10-30 min. (The mutation itself usually takes 10 minutes, because it is one of the few contact moments with the employee usually other issues are also discussed, this could lead to a talk of maximal 30 minutes (it is also sometimes discussed in a 'arbeidsvoorwaardengesprek')
Receive a signature/approval of employee	5 min.
Process related time: Amount of time that the internal posts takes to deliver mutation form towards P&O employee	1-2 days
P&O employee	
Get internal post and stamp the mutation on day of arrival	5 min.
Do various checks (job opening authorisation, Beaufort, personnel file)	10 min.
Write down additional information for the PA employee	5 min.
Process related time: Amount of time that the internal post takes to deliver mutation form towards PSA department	1-2 days
PA employee	
Get internal post and stamp the mutation on day of arrival	5 min.
Register the mutation form into the excel list	5 min.
Check mutation for completeness	5 min.
Ask for clarification (P&O employee and possibly supervisor)	10-15 min. (per talk)
Process the mutation into Beaufort	10 min.
Create the letter	10 min.
Process related time: The time it takes to e-mail the Word document of the letter towards P&O employee	1 min.
SA employee	
Put the personnel number into Beaufort and process mutation towards salary administration	5 min.
Save white form into the financial file of employee (contains for example financial and salary information)	5 min. (Talk with SA employee was short and I did not get the complete picture due to circumstances related to the mutation forms that I followed, these could not be processed at the moment that I was there. Reactions on the documents confirmed this.)
Process related time: No relevant time issues, because sending the	-

yellow form towards the control on 'standenregister' has no impact on the further mutation process	
Control employee	
No relevant time issues, because the control on the 'standenregister' has no impact on the time investment for the mutation form	-
P&O employee	
Customize and check the letter	10 min.
Make confirmation Memo and documents for P&O advisor	10 min.
Process related time: Amount of time that the internal post takes to deliver mutation form towards P&O advisor	1-2 days
P&O advisor	
Check on juridical aspects	No clear time investment
Suggest changes	No clear time investment
Process related time: Amount of time that the internal post takes to deliver letter towards Senior P&O advisor or Caring Group Manager (or in case of suggested changes towards P&O employee)	1-2 days
Senior P&O advisor or Caring Group Manager	
Sign the letter	No clear time investment
Process related time: Time it takes to send the letter towards P&O employee at bedrijfsbureau with internal post	1-2 days
P&O employee	
Archive a copy of the signed letter	5 min.
Process related time: The time it takes the external post to deliver the signed final letter towards the employee (confirmation of the mutation for employee)	1-2 days

Table 19: Time investment of different chains in the HR process before HR portal introduction

Some bedrijfsbureaus are located closely to the PSA department and therefore did not need to send the mutation form via internal post. This is also sometimes the case for P&O advisors or senior P&O advisors. This made the process related time shorter in some cases.

In reflection, it can be stated that, when excluding the time needed to get an approved job opening authorisation, in the situation before the introduction of the HR portal that an average mutation took approximately one week. The process related time was in the quickest scenario 7 work days and in the worst scenario 14 work days.

Below I have formulated the research findings on the perceived time investment after the implementation of the HR portal.

<u>Insert mutation</u>
The first theme of the time investment was the starting point of the mutation when the mutation is created by the supervisor, because the supervisor has the task to insert the mutation into the system, insights about the time investment for inserting the mutation are therefore provided by the supervisors. Some supervisors react positively and mention that it goes 'super fast', but when confronted they admit that 'inserting' the mutation in the former way of working also did not take a lot of time. The time gains are, according to their opinion, to be found in the fact that there are no 'other ways' to fill in a form, because the system does

not accept wrongly filled in forms and gives an automatic signal when something is filled in incorrectly.

> *"Ja, dat gaat supersnel. Het is opzoeken 'wat wil je' en je hebt het al vooraf besproken. Nou dat is niks, 2 minuten ofzo. Ja dat is gewoon kijken en dat is gewoon niks, dat is 2 minuten, 3 minuten."*
> En als je dat vergelijkt met de oude werkwijze?
> *"Dat was eigenlijk ook niet zoveel. Ik denk dat het, dit is meer gereguleerd, ik denk dat gewoon, je hebt minder uitwijkmogelijkheden dan dat je daar hebt. Ik kan me voorstellen en volgens mij is het ook wel zo, de mutatieformulieren werden ook vaak teruggebeld. Van 'wat bedoel je hiermee' moet ik het zus doen moet ik het zo doen. Dat zijn dingen die daar automatisch gaan van 'hé let op, dat kan niet, want dan moet je daar en daar aan denken'. Ik vind het prettiger werken."* (supervisor)

Other supervisors claim that it takes a 'little bit more time' due to the fact that it is automated and cannot 'quickly be written down', but instead for example a list has to be scrolled before finally finding a function name. Further the mutation comes back more often than in the past (see also some quotes mentioned below in 'estimation of an average mutation') according to supervisors up to three times, leading to an increased time investment spread over the different moments whereas in the past it was only one time.

> *"Praktisch betekent het natuurlijk dat het zeg maar, dat ik er wel wat meer tijd in stop dan voorheen. Want voorheen was het weet ik veel 5 minuten dat formuliertje invullen en eigenlijk als er niks fout was, had ik er geen omkijken meer naar. En nu digitaal invullen kan soms misschien iets sneller, maar verhoudingsgewijs zit daar niet zoveel tijd in, omdat je wel inderdaad daarna nog twee keer moet, kost het relatief iets meer tijd."* (supervisor)

<u>Talk with employee</u>
The talk with the employee has taken the same amount of time and there are no changes in the time investment for the talk. In the past the 'approval of the employee' was connected to this talk (employees signed the paper mutation form in this talk). Now that is not the case anymore (also see the section of 'waiting times').

> *"Ja, denk het wel. Het ligt er wel aan hoe lastig de mutatie is en wie zijn belang erbij is natuurlijk hè. Contractje aanpassen dat doe je meestal bij een functioneringsgesprek. Zo van 'volgend jaar, we gaan het regelen, wil je iets minder of meer werken?' Dus nee, dat is verder wel hetzelfde."* (supervisor)

Although almost all supervisors mention that they need a little bit more time to explain to employees how to reply to the e-mail.

> *"Wat ik nu doe, vandaar dat het me ook nu nog wel wat meer tijd kost. Bijvoorbeeld gister heb ik met iemand nog een mutatie ingevuld, dan vertel ik er gelijk erachteraan hoe het proces loopt. Dat kost me dan wel vijf minuten of misschien tien minuten extra."* (supervisor)

<u>Check the mutation for errors and do suggestions for improvements</u>
The opinion of the P&O employees is somewhat mixed. Some claim the time investment for checking the mutation to be the same.

> *"Ik denk dat dat niet verschilt. [..] het is eigenlijk een beetje hetzelfde. Wat je doet, aan de voorkant controleer je of je controleert nu zeg maar in het systeem, in de portal controleer je, maar je pakt even zo goed het dossier erbij en dat deed je ook op papier met de mutatie. Naar mijn beleving…"* (P&O employee)

Others mention that it takes a little bit more time, but this is in connection towards the service and support they have to provide towards the supervisors (see also the research findings on the construct perceived quality of service/support).

> *"Het kost nu misschien wel even iets meer tijd, omdat je ze ook wat meer moet ondersteunen in nog in het werken met het nieuwe programma, maar dat zal op een gegeven moment afnemen waarschijnlijk dan. Ja precies, of dat moet je, of dat kun je wel of niet op deze manier doen. Dat soort dingen komt er nu nog bij. Wij zijn in eerste instantie aanspreekpunt voor vragen rond e-HRM."* (P&O employee)

Creation of the letter

With the HR portal at the time of the interview the creation of the letter was 'just a click on the button' and then the letter would be created by the HR portal. This letter could not be changed, because it was directly in a pdf-format. Another change is that the letter is now created by the P&O employee. Taken strictly the creation of the letter takes just one minute, but when there is a specific situation which requires substantial changes in the letter it takes more time, because then a whole new letter has to be typed into a Word-document.

> *"Nee, dan moet je zelf gewoon echt een brief gaan opstellen. Je kunt altijd een Word-document gaan maken natuurlijk. Maar binnen het portaal aangeleverde brieven daar kan je in principe niet vermaken."* (P&O employee)

Waiting times

The subject of waiting times gave a lot of response in the interviews. There were almost no complaints about the reaction time of the P&O employee, but on basis of the pilot already quite a lot of negative experiences with the waiting time for the e-mail that the employee has to send back. Apparently, especially when it is a 'minor' change to a labour contract or it is not at the highest interest of the employee then the reaction speed is much slower. In short, the smaller or higher the interest/stake for the employee the slower or quicker the reaction speed of the employee is. Others stress the importance of all chains in the process and that in the situation after the HR portal introduction it has become much more important that all chains are present. When one chain is missing the mutation process stagnates until this chain has returned or is (temporally) replaced, and an individual employee who has to give an accord on his/her mutation cannot be replaced.

> *"Ja, dat wisselt heel erg. Dat heeft deels soms te maken met P&O, maar deels soms ook gewoon met de medewerker. [..] Maar door de bank genomen, ja beetje afhankelijk van de medewerker ook, eigenlijk binnen een week is die eigenlijk normaal gesproken voor de tweede keer kan ik hem door doen en dan is het ook in gang gezet."* (supervisor)

> *"Oké, maar dan gebeurt er niks. Ik ben echt twee keer gebeld door administratie van 'je hebt nog wat openstaan al zes weken, nog steeds niet afgehandeld'.* (supervisor)

Estimation on average mutation

The estimations on the average mutations remained quite vague, with vague time estimations. Supervisors stressed once more that the time investment is more scattered over different moments and that the time investment has increased a little bit because of this.

> *"Als je een mutatie op de oude manier doet, dan overleg je met degene en dan vervolgens schrijf je een mutatieformulier, je krijgt een handtekening en je stuurt het op. Als het goed gaat, je doet het in één keer goed, ben je klaar. Nu doe je hetzelfde, je overlegt met iemand, je toetst het in, je dient het in. Dan heb je nog een paar stappen daarna die je moet onthouden, ongeveer twee keer. Dus in verhouding, de eerste aanvraag gaat heel snel, en de tweede en derde ook. Alleen het is versnipperd, je bent vaker op een moment daarmee bezig."* (supervisor)

Some supervisors question the efficiency gains of the HR portal.

> *"Ik vind wel, ik vind het omslachtig. Zeker als ik het dan afzet tegen terwijl het natuurlijk als doel heeft, zou je denken, dat het efficiency oplevert. Voor de leidinggevende is het wat*

omslachtiger geworden, want eerder vulde je gewoon een mutatie in en dat is in 5 minuten geregeld zeg maar hè, in nog 5 minuten bespreek je het met de kandidaten en that's it. Terwijl nu, vul ik het in, dan gaat het naar P&O, krijg ik het weer terug, om hem te bevestigen. Moet je wachten op een digitale bevestiging van de medewerker en vervolgens kan die dan afgerond worden. Ja, nou, ja dat vind ik in die zin omslachtiger worden. Ik snap wel dat het zeg maar, nou ja. Het zal ook wel meespelen dat op het moment dat je het nog niet zo vaak gedaan hebt, dat je er steeds handiger in wordt, dat zal heus wel. Maar, ja." (supervisor)

4.6.3 Perceived quality of service/support

The perceived quality of service/support was operationalized as 'a measure of how well the service is delivered and if it matches with users wishes'. To repeat information mentioned before, the service within Isala klinieken was, when the choice for e-HRM was made, characterized by complex mutation forms and lengthy procedures. It was anticipated that with the use of ICT, the procedures would become easier, more accessible, and the bureaucracy was expected to be reduced. During the following of the cases before the HR portal introduction there were no questions asked about the service/support. For the more extensive interviews originally also scheduled before the pilot no permission was given by e-HRM project leaders, but because the quality of service/support could also be compared to the situation in the past by interviewees themselves, this led to no difficulties for the research.

Below I present the research findings on the perceived quality of service/support.

<u>Who you can turn to when you need service/support</u>
All persons asked know who they can turn to when they need service/support. The supervisor first approaches the P&O employee and when it cannot be solved the supervisor or the P&O employee approaches the functional application control for more support. Also the P&O advisor has to turn to the P&O employee for service/support. The PSA department and the P&O employees turn directly to the functional application control when they have problems they cannot solve. The lines of service/support appear to be very clear to everyone. No one experienced unclearness about to whom to go for service/support with the HR portal. Below quotes of different roles show that it is clear who can offer service/support.

"Loopt via [naam P&O medewerker]. Ik heb met anderen geen contact. P&O is voor mij de zeg maar vraagbaken, waar ik al mijn vragen kan stellen. [Naam P&O medewerker] is gewoon zo van ja die vraagt gewoon, 'oh ik ga wel uitzoeken hoe dat zit en dan hoor je nog'. Voor mij is dat stukje heel duidelijk." (supervisor)

"Ja, ja, ja. Dan ga ik of naar [functioneel applicatiebeheer]. Die lijnen zijn helder, maar daar moest je sowieso al heen met toegangscodes en dat soort dingen. [..] Nou ik moet zeggen, ik heb nog niet veel een beroep op hun hoeven doen. Dus ik kan daar nog geen mededelingen over doen." (PA employee)

"Dat is [naam functioneel applicatie medewerker], als ik vragen heb, ga ik naar [die persoon] toe." (P&O employee)

"Ja, dat is ingeregeld. De eerste waar ik naartoe moet, dat is de medewerker P&O. Die moet dan mijn probleem opnemen, kijken van 'kan ik als medewerker P&O dit oplossen of niet', kan die dat niet oplossen als medewerker P&O, dan moet de medewerker P&O het verder leggen bij functioneel applicatiebeheer. Als die dat niet kan oplossen, dan moet het naar HRsoft, die moet dan ingeschakeld worden." (P&O advisor)

Opinion about the service you can provide towards others

Interviewees did not talk long about this. Apparently, this is an issue that still has to grow further and needs more time. Some P&O employees stress that they think together with the supervisor and try to help the supervisor just as they did in the past.

> *"Dat moet nog wel duidelijk groeien. Ik ben nog niet zo vertrouwd met dat systeem dat ik zo 1,2,3 de oplossing kan roepen over het algemeen. Daar moet ik nog routine in krijgen. Maar dat is gewoon het verhaal, het technische verhaal zeg maar. Maar over de mutaties inhoudelijk dat verandert in principe niet, dus daar, zit niet zoveel verschil in."* (P&O employee)

Promises (expectations) related to service/support

With regard to the promises (expectations) of service/support, some interviewees mention the small amount of employees who are located at the functional application control position. Some people perceive two people as too few. They hope that it is enough to provide all the support needed after the 1st of November (date of organization wide implementation). Below quotes of different roles support these findings.

> *"Tot nu toe heeft dat nog geen problemen opgeleverd. [..] Sommige hebben zoiets van 'dat nummer moet altijd beschikbaar zijn en iemand moet er altijd zitten'. Ik snap ook wel dat iemand ook weleens een vrije dag heeft. Nou ja, dan duurt het maar een dag later, de volgende dag nog maar eens weer."* (supervisor)

> *"Ik heb wel tijdens de pilot wel gemerkt dat, dan waren er drie medewerkers [bij functioneel applicatiebeheer]. Nou [naam medewerker functioneel applicatiebeheer] werd al vrij snel ziek, dus die viel al uit. Toen bleven er nog twee over. Ja, wel een paar keer gehad dat je dan met problemen zit en dan is er gewoon niemand meer bereikbaar. Dus we hebben ook gezegd van 'hoe gaat dat na 1 november?'."* (P&O employee)

> *"Nou, laat ik zo zeggen. Ik heb niet het idee dat ik ze niet kan bereiken. [..] Je kunt je natuurlijk afvragen of twee mensen voldoende is voor het hele ziekenhuis. Hé stel dat er een ziek wordt en de ander is toevallig op vakantie. Er zit er één zit er vier weken in Australië en de ander die wordt ziek, dan heb je dus een probleem. Wat dat betreft is die basis natuurlijk redelijk smal."* (employee PSA department)

In a lot of cases interviewees mentioned the manner in which their feedback was handled. As they were part of the pilot group, they had certain expectations about this and saw this related to the service/support that was offered towards them. The feedback on their remarks and suggestions was not clear about what was achievable and what was not achievable. It was unclear what happened with the remarks they made and are still in some cases unsure if all issues are looked at. People do not know the exact periods of time in which issues are being solved. Some issues get a high priority whereas others do not get instant priority, but it is unclear who judges what is urgent and what can be handled later.

> *"Nee, geen goede terugkoppeling over van wat wel of niet haalbaar is. Binnen welke kaders we wel of geen speelruimte hadden. Waar we überhaupt nog wel over mee konden denken en beslissen. Of dat we sommige dingen moesten accepteren dat het zo was hè. Daar helderheid ook gelijk in, dat neemt een stuk frustratie weg van dat je denkt dat je nog ergens wat over kan zeggen, terwijl dat helemaal niet is."* (P&O advisor)

Others refer positively to e-mails they receive in which they are being informed about the changes to the system. This appears to be a rather recent thing.

> *"Ja, die vind ik prima. We worden netjes op de hoogte gehouden van de wijzigingen. Dat vind ik wel netjes."* (P&O employee)

The expectations for the trainings also have not been fully achieved. The first aspect was that it was on short notice. Also the fact that there were no examples of all mutation possibilities (because people attending the trainings had to bring these mutation cases themselves) made that people did not get to know the system completely.

> *"De trainingen die gaven wel wat. Één waren ze op korte termijn, waardoor je wat agendadruk had. Twee het liep natuurlijk niet helemaal lekker, zeker de eerste keer niet. Toen bleef hij hangen van P&O terug naar leidinggevende. Ergens bleef hij steken, maargoed dat is meer een technisch mankement. Volgens mij is het enige punt. Wel een punt van aandacht zal voor mij zijn. Als je kijkt naar, waar we het net ook al even over hadden, met zo'n trainingsdag. Kijk, de gedachte was natuurlijk 'we gaan alles oefenen met bestaande mutaties in een testomgeving', maar de praktijk was dat we lang niet van alle mutaties een voorbeeld hadden."* (supervisor)

The trainings were perceived as 'sufficient' but unfortunately not much better than that. They could work with it, but not much more.

> *"Maar wil je je pilot uiteindelijk goed kunnen doen, moet je wel voldoende getraind zijn. Nu, ik wil niet zeggen dat we niet voldoende, dat is het hele andere uiterste, maar zeg maar gemiddeld. Je had daarin had je inderdaad zeg maar ruim voldoende moeten hebben. Om in getallen te hebben, had je daar minimaal een 7 voor moeten hebben voor die training en nu hadden we een vijfje, 5,5. We konden ermee werken."* (supervisor)

Some interviewees did not perceive it as a training and felt more like they were testing the HR portal.

> *"Ik moet zeggen dat ik het niet echt als een training ervaren heb. De eerste keer dat we inderdaad die training zouden krijgen. Toen zaten we daar ook. Toen we hadden eigenlijk alle drie van 'hmm zitten we hier nou voor een training, we zitten alleen maar te testen!'. [..] Toen werd er ook gezegd van 'ja nou ja, nee, ja, er moet nou gewoon getest worden, kijken wat we tegen komen'. Van een training heb ik dan heel wat anders euh. Dat was de eerste keer dat we de pilot hadden, in de pilot. [..] Ik moest eigenlijk testen. Nou, dan kom je verschillende dingen tegen. Misschien hebben hun dat dan gezien als trainen door er gewoon mee te werken. En dan kun je wel vragen stellen. Maar we hadden meer het idee van 'oh we zitten hier alleen maar als testgroep'."* (P&O employee)

Also some critical questions asked in the trainings were not answered satisfactory.

> *"Maar ik vond wel van de vragen die wij stelden 'hoe gaat dat dan?' en 'hoe gaat dat dan?.' 'Ja daar wordt nog aan gewerkt'. Dat is nog zo belangrijk!"* (PA employee)

Other roles had to wait quite a long time before it was their turn (employees PSA department). When it was finally their turn, there was not much time left to get to know the system.

> *"Dat we er toen waren en toen waren er wat van het bedrijfsbureau. [Naam P&O medewerker] was er en wat van de afdeling. Nou de mutatie vanaf het begin het hoofd die doet het dan naar het bedrijfsbureau. Nou en voordat hij dan 'bij mij was'. Ik heb eigenlijk niks kunnen doen. Dus dat was het enigste."* (SA employee)

<u>Suggestions for improvement</u>

Some people had ideas for improvement of the service and support. Others were satisfied with the current possibilities. A few supervisors would like to get a reminder in their outlook when there is a mutation for them in the HR portal. This would also save them time, because now they sometimes look when there is nothing to do for them in the HR portal.

> *"Dat er een linkje zou kunnen komen op het moment dat er voor mij een bericht in het HR portaal staat. [..] Kijk, want anders moet je eigenlijk steeds zelf aan denken van 'hé ik moet nog een stap zetten'. Eigenlijk kijk je ook onnodig waarschijnlijk op sommige momenten van 'is er al wat of niet?'."* (supervisor)

Some P&O employees don't think it is the best solution to have them as the first service provider for the supervisor, especially with technical problems it would perhaps be a better idea if the supervisors could directly approach functional application control. P&O employees feel not capable enough to provide this service and it is expected to be more difficult for colleagues who have just started working with the HR portal.

> *"Ik denk wel dat er meer helpteksten nog kunnen worden toegevoegd in de portaal. Of binnen die tabelletjes die erachter zitten of wat meer toelichtingen over bepaalde regelingen en dergelijke. Zodat leidinggevenden die gewoon al zelf vanuit de portaal kunnen halen, dat ze daarvoor niet per se nog hiernaartoe hoeven te bellen. De technische ondersteuning, ja, op zich had ik, wat mij betreft hoeft dat niet per se bij ons te liggen."* (P&O employee)

> *"Wij hebben toch weer andere schermen als dat de leidinggevende heeft. Wij hebben, omdat we dus met die pilot ook testen hebben gedaan, hebben we iets meer inzage in wat de leidinggevende ziet [..] ik vind dat die rol niet bij ons hoeft, die rol hoort ook, vind ik zelf, meer bij applicatiebeheer."* (P&O employee)

There are also quite some suggestions for the trainings. The process scheme in which the mutation process was depicted was not perceived as very useful, because it did not contribute that much to the learning of the individual tasks in the HR portal. Interviewees could appreciate the overview in the process that they got with help from this figure, but they felt that the focus of the training was too much on the process side and not on the action side. More actual practice of the different kinds of mutations and really getting to know the system during the training is perceived as important. In order to get enough types of mutations some suggest to just look at the personnel files and see what kind of mutations took place in the past and take examples from these files.

> *"[..] dat je dan eigenlijk alle mogelijkheden die er waren ook gedaan had, in ieder geval een keer gezien had. Dat is eigenlijk het enige waarvan ik denk van 'dat zouden ze volgende keer beter, anders'."* (supervisor)

> *"Ze hebben ook gewoon gewacht op wat voor mutaties komen er. Als ik iets ga testen, dan zouden we dus gewoon met een man of wat bij elkaar gaan zitten. Van nou 'wat voor situaties kunnen we bedenken'. Of trek een aantal dossiers uit het archief van 'wat is er voor gekomen in het verleden?'. Laten we die eens gaan kijken of dat er goed in komt."* (employee PSA department)

There are also some interviewees who look more into the future and want to have the training knowledge more preserved. They want to guard the quality of the knowledge and therefore they suggest 'catch-up trainings' on a regular basis so that new employees, interim managers or people who want to refresh their knowledge can follow the training again. In order for this to work, in their opinion, the structure of the trainings should be better, more systematic, less chaotic. With a structured check on learning goals and a clear explanation about for example where still a paper mutation form is needed.

> *"Wat ik nog zou wensen is dat er ook nu nog wat mogelijkheid voor bezemgroepen is. [..] Dus ik zou gewoon maandelijks een bezemgroepje willen en dan gewoon een hele planning voor het hele jaar vooruit. En dan kan, als ik zie dat er een nieuwe leidinggevende of er komt een interim of mensen die opfrissen. Dan kun je dat doorplannen, dan kan je dat aanbieden. Ik zou dat stuk een kwaliteitsgarantie geven zeg maar of borging. En ik vind het ook ondersteuning van ons."* (P&O advisor)

Others suggest another evaluation of the HR portal at a later time.

> *"Ik zou op zich over een halfjaar nog wel gewoon echt een evaluatie willen. En misschien door de pilotgroep weer, omdat die er net ook even vanaf het begin af aan helemaal bij heeft gezeten. Jongens wat zijn nou toch nog dingen, nou 'wat is goed gegaan?' en 'wat niet?' en 'wat leren we daarvan?'."* (P&O advisor)

4.6.4 Perceived quality of communication (via HR portal)

The perceived quality of communication (via HR portal) was operationalized as 'the experienced quality of the information flow(s)'. This goal was added to the research model on basis of data found in the case study organization. The communication had to do with how the communication was perceived after implementing an HR portal and about how the communication was perceived with other parties that are also located in the process after the introduction of the HR portal. During the following of the cases before the HR portal introduction there were no questions asked about the quality of communication. For the more extensive interviews originally also scheduled before the pilot no permission was given by e-HRM project leaders, but because the communication is about communication with the HR portal (which was not there in the situation before) this led to no difficulties for the research.

The research findings of the perceived quality of communication (via HR portal) are presented below.

<u>Communication with other parties located in the process/opinion on communication</u>
Based on the answers it can be concluded that people do not perceive the communication possibilities as different or better than before the HR portal, but they do find the communication good via the HR portal. Before the HR portal introduction people could also add extra remarks to the paper mutation form, the same as that now in the digital situation remarks can be added to the digital mutation. Short sentences can be put into the digital mutation. In the opinion of some, remarks 'should' be put alongside the mutation in order to understand the 'why' of the mutation better and to avoid misunderstandings. For longer messages, it can be concluded that people still use the telephone quite often, because then it can be checked and experienced directly if the other persons understands the intended message. Below three roles are quoted that support these findings.

> *"Ja dat vind ik handig, maar geen, niet anders dan eerder hè. Dan kon je er ook wat bijschrijven qua bijzonderheden. Dus ja. Die zijn vaak ook met name gericht aan [naam P&O medewerker], aan de P&O assistent, die het in eerste instantie verwerkt. En dat loopt op zich prima."* (supervisor)

> *"Ja, minimaal. Voor zover ik nu de eerste drie gedaan heb. Ik ben nu met. Ja, je kunt eigenlijk maar weinig tekst kwijt. Je moet het typen en ik, de ervaring is nog steeds wel: 'ach, ik bel dan toch iets makkelijker om even uit te leggen waarom ik vind dat iets anders misschien zou moeten' of. Telefoon ja. Er wordt ook wel aangegeven hoor dat er eigenlijk alleen heel in het kort een paar woorden moeten zijn. Dat moet niet een verhaaltje zijn. En niet alles, dat is ook misschien wennen, maar niet alles kun je in een paar woorden doen en dan weet je niet of een leidinggevende jou gelijk begrijpt daarin."* (P&O employee)

> *"Wat ik net zei, ik zit met vragen, dat had voorkomen kunnen worden als ze hadden gezegd van 'het was een tijdelijk iets naar vast'. Ik kijk in het dossier, 'ooh dat is zo gebeurd'. Eén zinnetje erop van verandering tijdelijk naar vast, klaar. De 'waarom' kan wat beter uitgelegd worden."* (SA employee)

<u>Opinion on speed of information transfer</u>
Most of the time the speed of the information transfer is perceived as very good, but maybe this has to do with the fact that it was the pilot and everyone was focused on it. However, the

e-mail of the employee is mentioned sometimes, because this information was not always transferred quickly (see also the waiting times in the time investment section).

> *"Het mailtje gaf in het begin wel wat onduidelijkheid. Vooral ook omdat ze er niet op konden reageren. Ze konden wel doorsturen, maar niet op reageren."* (supervisor)

> *"Maar over het algemeen gaat dat volgens mij, binnen een dag heb je in ieder geval bericht terug. Goed, nu ga je natuurlijk krijgen dat je meerdere medewerkers hebt die moeten gaan reageren op mail die ze krijgen. Daar heb ik eigenlijk niet zoveel mee te maken gehad."* (P&O employee)

Content of the questions

The question about whether the content of the questions had changed did not receive a lot of answers. Some mention briefly that because the supervisor can now see more in the portal they call about different issues. Some say that the initiative has changed, now the supervisor calls the P&O employee, in the past the P&O employee called the supervisor about suggested changes to the mutation form. But most interviewees need more time to create an opinion about this.

> *"Wat is vragen, ik bedoel wij krijgen mutaties binnen via de leidinggevende, wordt in het systeem gezet. Het kan voorkomen dat er iets fout gaat c.q. te laat of de mutatie is er niet geweest. Dan krijg je vragen van de medewerkers van 'hoe zit dat' en dan gaan we dat uitzoeken. Maar met dat nieuwe, eventjes afwachten. Ik ben zeer benieuwd."* (SA employee)

> *"Af en toe tuurlijk vulde je weleens wat aan. Nou ja. Ik heb niet het idee dat nou zo, dat ze zo half ingevuld werden. Maar nu dwing je wel een 100% invullen van, dus die communicatie is wel beter, omdat het systeem dat gewoon afdwingt, anders kun je hem niet indienen hè, als je iets vergeten bent. Dat zal zijn dat de leidinggevende misschien wat vaker een telefoontje nu van 'goh wat moet ik invullen'. Terwijl hij dat voorheen misschien achteraf dat telefoontje krijgt van 'hé ik vul dit in en ik voeg dit nog toe aan je mutatie, want dat ontbreekt. Hoe denk je daarover? Nou zus en zo' Ben ik ja, ben ik eigenlijk neutraal in. Dat moet nog even blijken."* (P&O advisor)

4.6.5 Perceived usefulness

The first part of the IT characteristics was the perceived usefulness. The perceived usefulness is operationalized as 'the extent to which a person believes that using the system will enhance his or her job performance'. Below I provide the research findings of perceived usefulness.

Most people perceive the digital situation as useful. A lot of people stressed the fact that the number of errors will be less, because the insertation of the mutation is now standardized and there comes a signal when it is filled in incorrectly.

> *"Ja, kijk hij is voor mij specifiek als leidinggevende zeer nuttig en bruikbaar. Waarom? Omdat hij minder foutgevoelig is."* (supervisor)

> *"Ik wordt er altijd wel gelukkig van als iets digitaal kan. Uiteindelijk denk ik dat je daardoor. Kijk het heeft voordelen en het heeft nadelen. Het voordeel is dat je het gewoon makkelijker kunt verwerken zonder dat je ergens overal briefjes hebt liggen, briefjes en een dossier en dat soort dingen. Dat heb je niet, je hebt gewoon één map en daar zit alles in. Je klikt het aan en dat is het systeem. Dus daar ben ik voor om dat te doen. Wat makkelijk kan, moet je vooral makkelijk laten doen. Wat dat betreft heeft het heel veel opgeleverd, dus van 'hé daar staat het in en dat is het enige systeem zoals de stand van zaken is en verder hoef je nergens in te kijken'. Het is eenduidiger."* (supervisor)

Some question the wins for the P&O employee and for the salary administration.

> *"Ja, nuttigheid lijkt me. Ja, ik kan niet helemaal goed zien wat de 'win' is voor de personeels- en salarisadministratie, maar ik kan me voorstellen dat hij met name daar ligt. Wat ik al aangaf. Het kost mij meer tijd, dat is eigenlijk het enige wat ik erover kan zeggen."* (supervisor)

Some perceive that the usefulness will become much higher when there is a digital personnel file. Now there is still too much paper that is used in order to put the mutation into the currently still paper personnel file.

> *"Ik denk als wij alles digitaal hebben, dus het personeelsdossier. Als je ook zeg maar personeelsgegevens allemaal digitaal kunt wijzigen. Dan is het duidelijk efficiënter."* (P&O employee)

4.6.6 Perceived ease of use

In the operationalization table the perceived ease of use was operationalized as 'the extent to which a person believes that using the system will be free of effort'. In the text mentioned below I present the research findings for the perceived ease of use.

Most users find the portal very ease to use.

> *"Ja, het is heel duidelijk. Gewoon opstarten, erop staan en dan wordt je vanzelf."* (supervisor)

> *"Ja, het is wel. Hij geeft wel aanwijzingen aan van ja. Ja, het is inderdaad wel gebruiksvriendelijk. En dat hoor ik ook wel van de leidinggevenden, die zeggen van 'nou ja goed, als je precies doet wat hij zegt, dan komt je er wel'. Je moet geen aparte dingen hebben, want dan kom je er even niet. Maargoed, nee, gewoon alledaagse dingen die ja*." (P&O employee)

In the beginning they had to get used to it. Some interviewees mentioned that they still have to get used to it more and that they have to read very carefully, because some language which is used in the HR portal is confusing. Below different opinions of several roles are presented.

> *"Ik moest, laten we zeggen, aan het opslaan, indienen, dat soort dingen daar moest ik even aan wennen. Ja, niet altijd [geen helder taalgebruik in beleving van geïnterviewde] en ook niet wat je terugkreeg wat je er dan mee moet doen."* (supervisor)

> *"Het is allemaal even nadenken dus dat ook. Het is goed lezen. Dat is het. Dat bovenste stukje goed lezen."* (SA employee)

> *"Ja, die vind ik wel goed. Ja, het is even wennen. Op een gegeven moment weet je dan hoe het werkt." (P&O employee)*

Some people of the PSA department do not perceive it as easy to use, because they have to keep the personnel information system (Beaufort) next to it.

> *"Dat moet de toekomst nog uitwijzen, vind ik. Op het moment vind ik het niet gebruiksvriendelijk. Op basis van de pilot niet. [..] Ik kan niet alleen met de HR portaal uit de voeten, ik heb Beaufort erbij nodig."* (SA employee)

Some supervisors had accepted the system in the way it was and did not have a critical attitude towards it anymore.

> *"De frisheid of de misschien anders gezegd, de natuurlijke weerstand die het een beetje oproept als je er vandaag of morgen mee geconfronteerd wordt die ben ik al kwijt. Voor mij is het goed."* (supervisor)

4.6.7 Data quality

The data quality was operationalized as 'data fit for use by data consumers'. Below I provide the research findings for the data quality.

The questions about data quality were difficult to answer for people who had not used the HR portal that much (for example P&O advisors and PA employees). Due to the fact that supervisors do not have access to the personnel information system (Beaufort) they had the most experience with retrieving data from the HR portal, but nevertheless they already had their own systems/files in which addresses of employees can be found.

> *"Als je bij wijze van spreke een medewerker gaat bijvoorbeeld starten met een vervolgopleiding en ik moet dan de promotieregeling toepassen. Dan kan ik wel zien van 'waar zit je in'. Anders belde ik daar inderdaad [P&O medewerker] even voor van 'kan je even in Beaufort kijken'. Volgens mij kan ik dat er ook in zien, hoe ze nu zijn ingeschaald. Ja en verder, kijk op zich, de meeste van die gegevens heb je ook wel op je afdeling, al van die medewerker, het is in ieder geval de meeste up to date weergave dan. Dus dat vind ik op zich dan wel handig."* (supervisor)

P&O employees and employees from the PSA department can look into Beaufort for data and since this is the 'source-system' of the HR portal they look there sooner.

> *"Dat hadden wij altijd al. Wij hadden natuurlijk altijd al Beaufort tot onze beschikking dus wat dat betreft is daar niet veel in veranderd. Wij, doen dat soort dingen niet via het portaal, daar hebben we de rol niet, via Beaufort, dat is niet veranderd."* (P&O employee)

> *"Ik heb alleen de data van mezelf. Als SA medewerker geen inzicht in gegevens van medewerkers. Ik kan geen data van andere medewerkers inzien via de HR portaal, daarom hou ik Beaufort ernaast. Ik kan ook aan mijn eigen gegevens niets wijzigen."* (SA employee)

It further appeared that there was no possibility to directly access the data for the supervisor, but that it appeared when a mutation had to be done. That does not necessarily have to be a negative aspect. It only means that some information/data remains inaccessible until a mutation is done, then it becomes visible.

> *"Om er te komen is prima. Gewoon hup gelijk naar service, HR portaal en je komt daar. Vind dit gewoon, dat werkt handig. Wat ik al gezegd heb, is dat gewoon. Om naar de gewone gegevens van het personeel te komen, moet dat via een wijziging en dat is raar. Dat vind ik wel iets wat nog veranderd zou moeten worden."* (supervisor)

> *"Het totale plaatje mis je, dat heb je nu nog niet. Dat je alles van één medewerker hebt met zijn historie. Zolang dat er nog niet is, ga je er ook nog niet in kijken, dus kan je er nog weleens aan denken 'oh dat staat ook daar'."* (supervisor)

4.6.8 Remaining points

Alongside the main findings which I summarized shortly in the abovementioned text, I discovered a number of additional aspects which appeared to be relevant. These aspects were not intended question topics, but were expressed frequently by interviewees themselves. There are quite a lot remaining points and this confirms the very reason for choosing for qualitative interviews, namely that there are more issues which play a role when assessing the contribution of an HR portal. Below I present the findings on the remaining points.

Understanding for the e-HRM initiative

A lot of interviewees had a high understanding for the e-HRM initiative and were supportive for the idea of digitalization. They find it modern and fitting to the current time. Below quotes from different roles are presented.

> *"Het klinkt heel simpel, maar het is ook van deze tijd. Ja, het is heel gek, dat ik nog doorslagformuliertjes af moet scheuren. Dat deed ik 20 jaar geleden ook al. Ja, het is ook een beetje gevoel. Ik vind het ook meer hebben om eventjes het via de portaal te doen. Ja, ik weet niet of het beter staat, maar ik vind het gewoon prettiger werken. In deze tijd is het raar om nog met doorslagformulieren te werken, gewoon gevoelsmatig."* (supervisor)

> *"Op zich vind ik het goed."* (P&O employee)

> *"Ik ben een grote voorstander wel van e-HRM. Kinderziektes daargelaten, maar dat kan niet anders."* (SA employee)

Considerations with regard to whether the right choice has been made

A few people question or are unsure of the fact whether the right choice has been made but they lack the knowledge to judge this decision in more detail. Perhaps, according to them, it would have been better if an already created package would have been chosen. Most people however, trust in the fact that the right choice has been made as they do not have knowledge about this decision.

> *"Of het een goede keus is, weet ik niet. Maar ja, het levert op dit moment nog niks op, alleen maar extra werk. Maar misschien dat het in de toekomst ergens naartoe gaat."* (P&O employee)

> *"Ik kan niet beoordelen of dit de beste oplossing is hoor. Of er geen bestaande systemen waren waar we ook, die dan wat mij betreft allang uitgedokterd zijn, waar de kinderziektes dan al uit zijn. Of dat niet voorhanden was. Daar heb ik geen zicht op. Ik ga ervan uit dat dit de beste keuze is geweest. Dus daar leg ik mij ook bij neer."* (P&O advisor)

Number of mutations that were done during the pilot

The number of mutations that are claimed to be done is not that high. Therefore the carefulness with expressing an opinion can be understood.

> *"Nou, ik denk een 10, 15 mutaties, ja. Ja, ook verschillende dingen, dus niet alleen maar verandering van werkverband, maar ook andere mutaties."* (supervisor)

> *"Een stuk of 10 of 12 ofzo."* (P&O employee)

Insecurity about the pilot (changes in between)

This insecurity had to do with the fact that during the pilot the interviewees had also given a lot of feedback towards the e-HRM project leaders, because they were part of the pilot group, and they expected that some issues that they expressed would change on the short term. In the perception of the interviewees, a lot of small and big issues were changed during the pilot (for example some small adjustments to the confirmation e-mail that was sent to the employee, and the creation of the letters which was changed almost at the end of the pilot). However, it was unclear to them when the issues that they had expressed would exactly be changed or if there was even budget available to have these matters changed. But since they had the feeling that these issues were still being looked at, they could not judge a 'complete product'. Some people therefore mentioned that they needed more time to create an opinion about the HR portal or mentioned that perhaps their opinion would change when there would be a complete product. The fact that the HR portal at Isala klinieken was still in development and specific elements were still under construction made expressing an opinion difficult for most of the interviewees.

> *"Ja, klopt. Dat was makkelijker [oude situatie]. Maargoed wat ik zeg, het kan best zijn dat als je me die vraag over 1,5 jaar stelt of over een jaar dat ik zeg 'best prima', dat kan. Geen idee."* (supervisor)

> *"Maar dat moet dus blijken in de loop van de tijd of dat inderdaad zo zal zijn."* (P&O employee)

> *"Maargoed, dat moet de tijd uit wijzen natuurlijk."* (employee PSA department)

<u>The paper savings</u>
There were positive sounds about paper savings from a supervisor. Some critical notes about the paper savings from the PSA department who, in order to have control, need to keep printing out the mutations.

> *"Nou, dat je geen papier meer hebt sowieso. Papier is er niet meer."* (supervisor)

> *"Wat ik nu al als nadeel constateer is dat je gewoon veel meer papiermassa gaat krijgen. Ik draai, wij krijgen het binnen. Wij draaien het uit en ik geef een kopie aan een PA medewerker. Die moet daar iets mee doen, die stempelt wat en moet in Beaufort wat dingen zetten. Krijg ik het terug van haar, maar ondertussen hou ik zelf ook een kopie bij me, want ik ben denk ik op dat moment verantwoordelijk van 'komt hij terug?'."* (SA employee)

<u>Organization wide implementation date (1 November 2008)</u>
Probably due to the fact that the interviews were planned around the date that the HR portal was implemented organization wide, some remarks were also made about the implementation date, the 1st of November 2008. Some mentioned that the organization wide implementation could have been postponed to January 2009. It can be said that for most people it went too quickly and that they would have found it better when there would have been taken a little more extra time to improve the system before the organization wide implementation.

> *"Het zou mooi zijn als het per 1 januari gewoon dat het dan helemaal loopt. Ze hadden de pilot wat langer door moeten laten lopen, denk."* (P&O employee)

> *"Gewoon veels te kort. Niet te kort gezien het uitrollen, maar wel te kort gezien de problemen die er allemaal nog waren. Ik had wel, en ik ook meerderen, ik niet alleen, van 'nou stel het nog uit, want er moeten nog zoveel punten verbeterd worden'. Van 'is dit niet vragen om grote problemen als je het nu Isala breed gaat uitrollen?' "* (P&O employee)

Others talked about the number of paper mutation that were received just before the organization wide implementation. This also confirmed their idea that the organization was not ready, because so many had used the last chance for paper mutation forms.

> *"Het eerste wat we ervan gemerkt hebben, is dat de hoos aan papieren mutaties enorm was deze maand. Want iedereen wilde gauw voor 1 november die mutatie er nog door. Nou, er zitten nog wel wat complexe dingen tussen, ja. We hebben nog nooit zoveel mutaties gehad in één maand als deze. We houden dat in een lijstje bij zo van wat je dan per maand binnenkrijgt."* (PA employee)

> *"Op zich geen handige tijd, omdat wij natuurlijk met ontzettende drukte komen te zitten van de fiscale kilometers en de eindejaarsuitkering en de jaaropgave en noem maar op. Dus dat is dé drukste periode."* (PA employee)

<u>Some issues concerning the functionality of the HR portal</u>
It is a bit unfortunate that certain combinations of mutations are not possible anymore. These combinations are quite logical in some cases. Now supervisors have to wait, and make notes

to remind themselves that they have to do the second mutation over for example two weeks. This means that they have to invest more time in this mutation. What used to be just one time is now two times work.

> *"En een andere wat ons nu ook opgevallen is, als ik één mutatie in één keer. Dat a. ik heb een verlenging en een salariswijziging heb, moet ik heb twee keer gaan dienen. Dat heb ik me niet gerealiseerd, dat vind ik wel heel lastig. [..] Daar hebben we het gisteren uitgebreid over gehad. Ik zeg 'oh dat is héél onhandig'."* (supervisor)

> *"Eerder kon je op een mutatie meerdere dingen kwijt. Dus kon je zeggen van 'en de deeltijd wordt verlaagd per 1 januari' en 'ze gaat per 1 februari gaat ze ook nog met ouderschapsverlof'. Dat kan nu niet, dus dat betekent dat je ook meerdere handelingen moet doen."* (supervisor)

Further it was perceived as inefficient that the deleted and removed digital mutations all remained in the archive of the HR portal. Thereby making the following of the mutation through the mutation process more difficult.

> *"Ik zou geannuleerd, dat zou gewoon eruit kunnen. Alleen de mutaties die je echt actief hebt gedaan. De mutaties waarbij je wat fout hebt gedaan of iets in wilt veranderen, die annuleer je gewoon. Die moet je er gewoon uitgooien. Ja, afgehandeld die zou je dan gewoon kunnen laten staan voor een jaar. [..] Het maakt ook druk, dat overzicht."* (supervisor)

> *"Dan denk ik van ja, en wij krijgen dus als PSA op het moment nog alles, van alle zorggroepen, in één bak deze kant op geknikkerd..[..] Er staan dus dingen van 'afgehandeld' of 'geannuleerd' tussen, dan denk ik wieberen die bende, wat moet je ermee? Dat je zegt van die actieven of afgehandeld laat die eens even staan tot de boel zover is dat je zegt van 'jongens het is niet meer actueel'. Knikker het naar een andere bak of weet ik veel wat."* (employee PSA department)

It was also perceived as inefficient that there was no separation of the digital mutations into the caring groups for the PSA department.

> *"Ja, dat is heel vervelend. In principe kijken tien mensen naar al die mutaties 'welke is van mij?' "* (employee PSA department)

<u>Frequency of opening the HR portal</u>
Opening the portal every day appears to be not that common. Some have planned special days of the week to look at the HR portal. Others only look when they know that they are expecting a message back.

> *"Eigenlijk in principe niet, tenzij ik weet dat ik een mutatie heb gedaan. En eigenlijk moet dat wel, want eigenlijk is hij daar ook wel voor bedoeld. Maar ook omdat ie. Kijk, ik wil hem wel openen. Dat had ik laatst ook gedaan, maar hij valt ook snel weer weg, dus dan moet je hem ook weer opnieuw inloggen."* (supervisor)

> *"Wat ik deed, ik deed op maandag en op donderdag was mijn vaste dag, heb ik in mijn agenda gezet, om naar het digitale stuk te kijken. Omdat het niet automatisch opkomt, zoals outlook is het eerste wat opkomt dus dat zie je meteen. Dus je moet er wel specifiek naartoe, naar het HRM portaal."* (supervisor)

4.6.9 Summary of research findings

First, I reflect on the HR portal goals. Then, the experiences with regard to the influencing factor, the IT characteristics are considered. Finally, I reflect on the remaining points.

The expressed opinions of supervisors, P&O employees, and P&O advisors for the **HR roles** have made clear that the HR role has not changed compared to the situation before the use of the HR portal. This means that the HR role is still focused primarily on the administrative tasks and that the strategic role has not had the possibility to develop. Only the PA employees perceive it differently, their role and tasks will probably develop more into the direction of the salary administration. After having stated that the role has not changed, some supervisors claim to experience more transparency and overview, which could contribute to their strategic insights into the mutation process. Changes with regard to the new manner of creating the letter and the missing confirmation memo for the supervisor are perceived as disadvantages influencing the HR role. The incompleteness of the HR portal at this moment also negatively influences the perceptions on the HR roles. With regard to the **perceived time investment**, supervisors claim that it takes a little more time than before the HR portal introduction, because of the fact that they have to look at the mutation several times instead of one time. Others mention that filling it in digitally takes more time than simply writing it down. The talk with the employee takes in most of the cases the same amount of time, except for the fact that it has to be explained towards the employee how to respond and confirm to the e-mail. The P&O employees think it takes the same amount of time for checking the mutations for errors and doing suggestions for improvements. The creation of the letter is quicker than before the HR portal introduction due to the fact that it is automated. This is not perceived as an improvement because there is for instance no possibility to adjust the letter towards a specific situation. Concerning the waiting times the reaction on the e-mail by the employee is especially an aspect that gives reason for concern. It seems as if, the smaller or higher the interest/stake for the employee the slower or quicker the reaction speed of the employee. The experiences related to the **perceived quality of service/support** start off very positive. People know very well to whom to go when they need service/support. However, some people question whether there is enough employee capacity available to provide all the support needed after the organization wide implementation. During the pilot people have been very understanding when they could not reach service/support and had no problems with this as long as it would not be for too long. In relation to the support people can provide towards others, it becomes clear that P&O employees do not feel capable enough to provide the technical support towards supervisors in first instance. Further, the feedback on their remarks and suggestions from the e-HRM project organization was not for all satisfactory. It was not clear what was achievable and what was not achievable. It was unclear what happened exactly with their remarks and some were still unsure if all issues were being looked at. Others refer positively to e-mails in which they receive updates and information on the HR portal. Although this is a recent development, it is very much appreciated. Also the expectations for the trainings were not fully achieved. The trainings focused too much on the process side, instead of the action side. Users of the HR portal needed to practice more on the actions and all mutation possibilities they had to perform in the HR portal. In training sessions, there was also not an equal time investment possible for each role in the HR portal. Critical questions posed in the trainings were not answered satisfactory. Looking at the **perceived quality of communication (via HR portal)**, based on the expressed experiences of the users of the HR portal it can be stated that people do not perceive the communication possibilities as different or better than before the HR portal implementation. The communication via the HR portal is perceived as good because it provides the same possibilities as in the situation before the HR portal implementation. The telephone is still used frequently for longer messages.

Then with regard to the first IT characteristic, the **perceived usefulness**, most users of the HR portal experienced the digital situation as useful. It is expected that the number of errors will be less because it is now standardized and there comes a digital signal when it is filled in incorrectly. However, some question the efficiency wins for P&O employees and salary administration. Other stress that the usefulness would increase much more when there is a digital personnel file. At this moment still too much paper is used because of the paper personnel file. Considering the **perceived ease of use**, most users of the HR portal find it very easy to use, although some time was needed to get used to the system. The language used in the HR portal is also sometimes confusing. For some employees of the PSA department the usefulness of the HR portal is less because they still need the ‘source’ system (Beaufort) alongside of it. P&O employees also make more use of Beaufort. With regard to **data quality,** it can be said that due to the fact that supervisors do not have access to the personnel information system (Beaufort) they had the most experiences with retrieving data from the HR portal, although they already had their own systems/files in which they could find specific employee information. P&O employees and employees from the PSA department can look into Beaufort for data and since this is the ‘source’ system they tend to look there sooner. It further appeared that there was no possibility to directly access the data for the supervisor, but that it only appeared when a mutation was processed.

It is interesting to notice that from this analysis the IT characteristics (which are perceived as positive) and experiencing the advantages (goal attainment) from the HR portal are not directly related. It was expected in line with the Technology Acceptance Model (TAM) that if people perceived the IT characteristics as easy to use and useful that they would see the benefits of the HR portal, but within Isala klinieken this relation cannot be found. The strong relation between ease of use and user satisfaction, the strong relation between perceived usefulness and user satisfaction, and the weak relationship between ease of use and system usage (found by Haines and Petit, 1997) is not supported in the findings of this research.

There were also some **remaining points** which appeared to be relevant. For instance the understanding for the e-HRM initiative is very high. People find it modern and suitable in the current time. A few people question or are unsure of the fact whether the right choice has been made for a specific system, but they lack the knowledge to judge this decision in more detail. The number of mutations that are claimed to be done by the users is not that high, therefore the carefulness that some have while expressing an opinion can be understood. There were also quite some interviewees who found it difficult to express an opinion based on the pilot because small items were still changed at the moment that we talked about it. More time was needed to judge the HR portal better. There were positive sounds about paper savings from the supervisors. However, less positive sounds from the employees of the PSA department because they had to print quite a lot in the situation after the HR portal introduction. A lot of response also came on the organization wide implementation. For most people it went too quickly and it would have been better if more time was taken to improve the system before the organization wide implementation because so many small items still needed change. There were also a few issues related to the functionality of the portal. For instance the fact that most of the combined mutations were not possible anymore, deleted and removed all remained in the portal archive, and the fact that there was not a separation of the digital mutations into the caring groups for the PSA department. Finally based on the stories that were told about the frequency of opening the HR portal, it can be concluded that not everyone opens the HR portal every day. Some have planned special days to look at it, others only look when they are expecting to receive a message.

5 Discussion

Before the conclusions and recommendations are presented I first want to discuss and reflect on this study. My curiosity into the contribution of an HR portal was initiated by the fact that Information Technology (IT) is becoming an important business element for organizations and more and more organizations implement IT applications to support the HR processes. An example of an IT application which can support HR processes is the HR portal. On the other hand the expectations of organizations with regard to the contribution of an HR portal are quite high, even though they have never been subjected to much scientific research. This research has given insight into the contribution that an HR portal can bring.

The findings in the case study organization have some similarities and differences with the literature. In the theoretical framework researchers were mentioned (e.g. Ulrich, 2007) who claim that HR departments are increasingly split into transactional work and transformational work. Transactional duties are standardized routine and administrative, and are handled through service centers, e-HR, and outsourcing. Transformational work, which is differentiated and strategic, is centered in embedded HR and HR centers of expertise (Ulrich, 2007, p.1). The structure of the HRM function within Isala klinieken was almost the same as the structure that was suggested in the literature. The e-HRM within Isala klinieken was, just as described in the literature, not intended for just HR staff, but also for people outside this department: management and employees. It is true to some extent that information that was in the past only accessible for HR staff has now become accessible for supervisors (although it only appears when a mutation is executed). Based on the theoretical framework, it was expected that data quality would be an important construct, but due to the functionality of the HR portal within the case study organization this appeared to be less relevant. Data quality was for most of the interviewees of the case study organization not that important, because they remained access to the original source system (Beaufort), which generated the data that was visible in the HR portal. Only for the supervisor (who did not have access to Beaufort), it was more relevant. However, a lot of the interviewees stressed that the HR portal would contribute more if there was a digital personnel file available in the HR portal. There are also differences in the way the term e-HRM is perceived. Based on the literature the ‘e’ stands for electronic and IT supported HRM. Within the case study organization the ‘e’ stands for efficient HRM. This suggests that Information Technology is seen as related to an efficiency improvement. Based on the research findings this suggestion can be questioned. Also my statement that an HR portal is a means/a tool which helps to realize e-HRM in practice has been confirmed by the research findings. Within the case study organization the term e-HRM appeared to be used for the ‘overall project’ whereas ‘HR portal’ was used to refer to the specific practical application. It appeared from practice that it was difficult to classify the HR portal application into a specific type of e-HRM. These areas were described in the theoretical framework, these were: operational HRM, relational HRM, and transformational HRM (Lepak and Snell, 1998; Bondarouk and Ruël, 2005). For Isala klinieken all types were relevant and appeared to be present in the e-HRM project. Therefore, it is probably better when classifying a e-HRM application to look at the different stages of evolution: referential, personalized, interactive, and specialized (Eckerson, 1999; cited in Dias, 2001). It is also relevant to look at specific choices that have been made when developing an HR portal. This appeared to be very relevant to get an impression of what type of e-HRM application is present within an organization. Is it, for example, Management Self Service or Employee Self Service? Also the promises of the HR portal, which were obtained from literature, are different than the advantages that were experienced in the case study organization. In the literature these advantages were: structured access to enterprise information, common and personalized view of enterprise information, high return on investment, and competitive advantage. These advantages have not been signalized as such in the case study organization. Other advantages related to usefulness and ease of use were more emphasized. However, the Technology Acceptance Model (TAM) has not totally proven the connection between perceived usefulness and perceive ease of use with the acceptance/perceived contribution of the technology. Even though suggested in various literature, based on the research findings, the HR roles have not changed. Also the expected time and efficiency gains are not found in the research findings. However, with regard to the perceived quality of service/support, it is surprising that people know who to turn to when they need service/support. Based on the literature, one would expect when it is digitalized that people do not know who to approach when experiencing difficulty. The remarks with regard to the capacity that is available for the service/support are understandable from insights of the literature. It was suggested by some researchers (Ruël et al., 2004) that it is questionable whether an improvement in HR service to employees and line management can coexist with an improved efficiency (for which read decreasing costs). With regard to perceived quality of communication, it is also surprising that communication possibilities via the HR portal are perceived to be the same as in the past. One would expect that in the past more personal communication was possible than in the situation after the HR portal introduction.

The refined research model
The research model has to be refined because the research findings have made clear that individual characteristics of employees, such as understanding for the e-HRM initiative, the perceived personal efficiency (efficiency with regard to their own tasks), and perceptions on the testing period also influence the perceived contribution of e-HRM. The IT characteristics have remained important as influencing factor but they have to be tested critically in future research. Together, the individual characteristics and the IT characteristics can be visualised as e-HRM acceptance. The goal which was added because of the case study organization goals (perceived quality of communication via HR portal) appeared in the findings not that relevant and was also not found in relevant literature. Therefore this goal is left out in the refined research model. The refined research model is presented below.

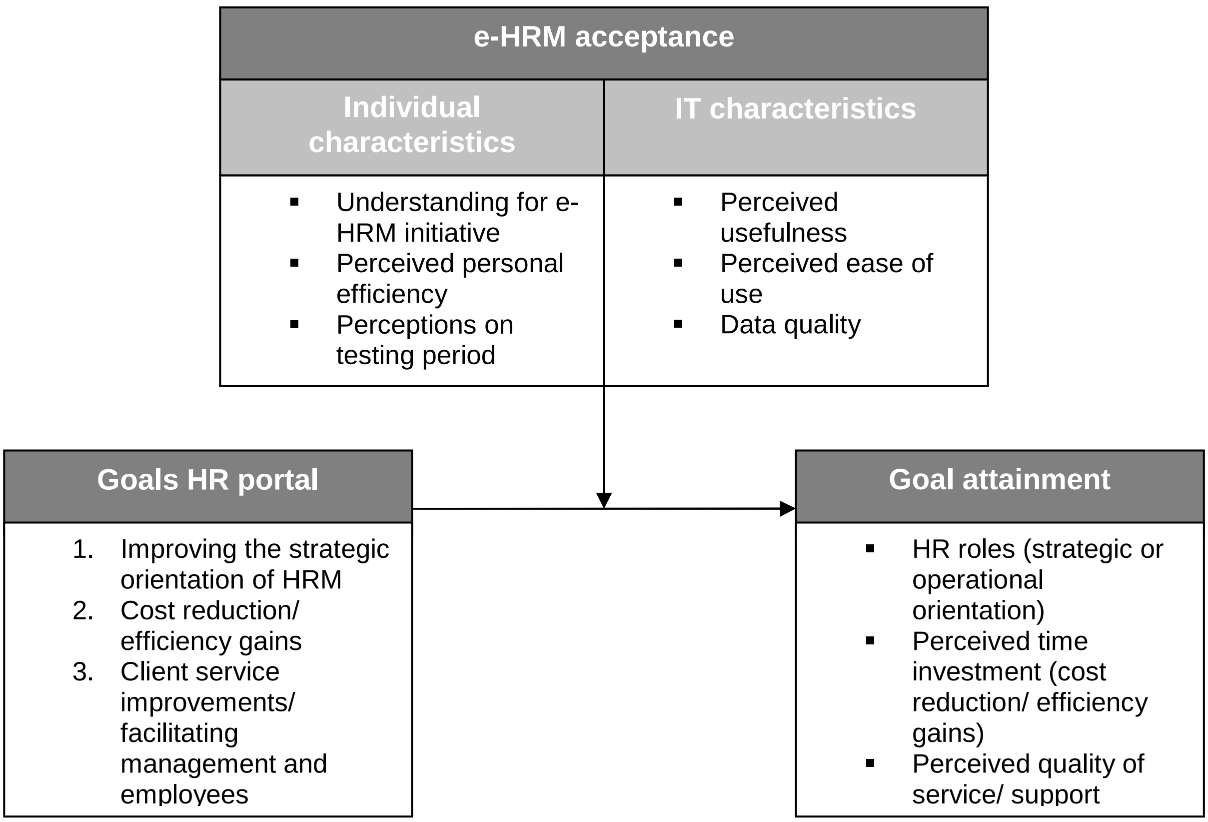

Figure 8: The refined research model

Research limitations
The research that has been conducted also has a few limitations. This research had a qualitative research approach and the data that was collected has a qualitative nature. A disadvantage of this kind of data is that it is difficult to analyse this data in a statistical manner. On the other hand, it can be questioned whether a quantitative approach would have been useful in this case since it was only a pilot with a small amount of participants that was studied and because of it's small size it provided a good opportunity to investigate the subject more in-depth (instead of examing 10 case studies very broadly).

Another critical remark that can be made has to do with the generalizability of this research. It is a research within one case study organization within a specific context and environment and so it is difficult to generalize the research findings towards other organizations and other contexts. A frequent criticism of case study methodology is that its dependence on a single case renders it incapable of providing a generalizing conclusion (Tellis, 1997). Also Yin (2003) points out that multiple-case designs are likely to be stronger than single-case designs (Yin, 2003, p.19). However, analytical generalization has been used in this research. As mentioned before, analytic generalization can be used whether the case study involves one or several cases (Yin, 2003, p.32,33). Analytical generalization helps to confirm or question the findings of earlier research by means of replication. Further, since this research studies the subject in-depth important observations can be done which have general significance. Also, if other researchers supplement this research with more cases from practice this research can become even more valuable.

With regard to generazability there are some aspects in the pilot that might be a limitation in my research but that I could not influence or change. This has to do with the fact that people and departments participating in the pilot were doing so voluntary. In other words, the research population has selected themselves. This is labelled as 'selection' by Shadish, Cook, and Campbell (2002, p.56) because the assignment was not done randomly[5] it could theoretically be the case that the pilot group is not a correct representation of the research population (the whole Isala klinieken organization). It could for instance be the case that the most 'innovative' caring groups have selected themselves. Also I could not influence the fact that during the pilot small changes were made to the HR portal (the IT application that was studied). This was probably done from the idea of improving the HR portal as best as possible before organization wide implementation. Also some 'dropouts' were replaced or added later in time to the pilot then other caring groups/caring teams. For example, caring team KCL (Klinisch Chemisch Laboratorium) was added much later in the pilot due to organizational issues (no replacement while people were on holiday). But, since it is not this study's intent to generalize in a statistical way across other organizations or sectors, and since analytical generalization is used, these issues related to generalization are less relevant for this study.

Suggestions for future research
In reflection on this research about the contribution of an HR portal, which has been conducted within a healthcare organization, it can be concluded that there are still many topics related to the subject of this research that need further inquiry. During my research I discovered a few topics. It would for instance be interesting to study more in-depth on the HR portal in the healthcare sector. Is the healthcare sector ready to move its e-HRM applications from Management Self Service towards Employee Self Service? From the interviews some

[5] Random assignment is an experimental technique for assigning subjects to different treatments (or no treatment). The reasoning behind random assignment is that by randomizing treatment assignment, the group attributes for the different treatments will be roughly equivalent and therefore any effect observed between treatment groups can be linked to the treatment effect and is not a characteristic of the individuals in the group (Shadish, Cook, and Campbell, 2002, p.13)

opinions gave first indications that employees within the healthcare sector are perhaps not ready for this at this moment.

> *"er zit natuurlijk nog een generatie medewerkers die zijn nog nooit met computers opgegroeid en opgeleid en die het al doende moeten leren en dat is ook nog best wel een redelijke groep"*

> *"Nou ja, je gaat nu wel van al die mensen verwachten dat ze inderdaad met dat soort spul gaan werken. Nu weet ik wel, het gros van de mensen heeft tegenwoordig een computer en werkt daarmee. [..] Maar je moet toch ook rekening mee houden met een doelgroep die dat misschien niet doen."*

As mentioned briefly, this case study research could contribute to the amount of research that is available from case studies in practice. Perhaps a meta-analysis on all relevant data from practice on different case studies within the healthcare sector could be done in order to obtain more knowledge about HR portal and e-HRM within the healthcare sector. For instance for a person wishing to achieve a Ph.D. degree[6], it might be very interesting to discover differences between industry sectors (for instance between the healthcare and the financial sector). Some possible research topics into the differences between industry sectors could be: the difference in IT affinity of employees, the differences in depth of the IT applications that are used, or differences in Employee Self Service and Management Self Service. It would also be interesting to examine more about the e-HRM acceptance. This research focused on the Information Technology related aspects (usefulness, ease of use, data quality) but there can also be aspects located in the individual person. How much influence do personal characteristics actually have on e-HRM acceptance? Are all individual characteristics mentioned in my refined research model or are there more characteristics? Think about the example mentioned before about IT affinity of employees. By the way, is it in the future for employees even possible to turn away from e-HRM? Also in relation to e-HRM acceptance questions about efficiency could be posed. Is understanding and seeing the efficiency that is achieved important for users? How would they react if they don't see it for other users or do not experience the efficiency themselves? E-HRM acceptance is perhaps also related to the execution of the pilot. In the findings of this research it appeared that a lot of people found the pilot period too short with regard to the problems that were still in the HR portal. Interesting future research topics could therefore be focussing on questions such as: 'how long should a pilot take place in order to achieve a genuine idea of its user's functionality?', 'what characteristics of the IT application influence the duration of a pilot period?'. More related to e-HRM acceptance are questions such as: 'would a too short period lead to a low e-HRM acceptance?', or is perhaps the opposite true 'would a too long period let people think it will always be temporarily therefore increasing the resistance?' Also more research into the influence of communication on the acceptance of e-HRM could be done. In this research it became clear that the communication was very complicated. Questions for future research could be 'how to balance communication with all parties in an implementation project?' and 'how to avoid information overload and remain clarity?' Probably only reading this research report also leads to more interesting questions for future researchers to answer. The curiosity about HR portal and e-HRM is expected to keep growing after reading this master thesis report. All curiosity is needed in order to do more research about HR portal in the future!

[6] Doctor of Philosophy degree: an advanced academic degree awarded by universities

6 Conclusions and recommendations

In this chapter the conclusions and recommendations with regard to the contribution of the HR portal will be presented. In the introduction of this report I have described that the subject of e-HRM and HR portal is relatively new and more research should be done. In the introduction it was written that the promises for HR professionals seemed worthwhile but that it could be questioned whether a digitalization of HR processes (e-HRM) will fulfil its promises. Does it really contribute? In this inquiry this research idea was explored within a case study organization (Isala klinieken). The main research question during this study was formulated as:

"What contribution does an HR portal bring to the administrative HR processes within a healthcare organization?"

There is a strong connection between e-HRM and HR portal. The HR portal is considered to be a technology tool that helps to realize e-HRM into practice. Based on the analysis of the different views on e-HRM, I defined e-HRM as: *"the use of web-technology-based channels to support the execution of an administrative HR process".* After examining relevant literature, I defined HR portal as: *"an administrative IT application that contains HR information accessible for HR professionals, employees, and management, and provides technical support for the users to interact with other users, publish information, or make modifications to the personnel information".* The main research question was answered by doing qualitative research. First, a document and observation analysis was conducted. In a later phase of the research, the constructs of the research model were operationalized and an interview protocol was created. Then the research constructs were explored and findings could be described. In this chapter, on basis of the research findings, conclusions specifically for the case study organization are formulated, but first the generic conclusions are described.

6.1 Generic conclusions

First the generic conclusions, which are expected to apply to all e-HRM projects, are described. These conclusions give a general insight into what is also applicable to other sectors. The generic conclusions are based on the cases that were described in the theoretical framework (see paragraph 2.3, e-HRM and HR portal in different sectors) and on findings from the case study organization. As described in the discussion of this report, more research should be conducted into the differences between e-HRM projects in different sectors, but these conclusions already give some first insight into the generic conclusions and can therefore be seen as proposals.

- **E-HRM is used to decentralize/standardize HR processes**

Organizations decide to implement e-HRM due to the possibilities it offers to decentralize the execution of operational tasks of the HR processes, and at the same time standardize the HR tasks. Reasons for this decentralization aim are, especially in the healthcare sector, related to the complicated organizational structure (in the two healthcare cases, Medinet hospital and Isala klinieken). In some cases this decentralization aim is related to fusion activities (Medinet hospital and the Australian public sector organization). Other reasons are comparable to the goals that were described in the theoretical framework (see page 15, 16,17,18 of this report).

- **The original HR system/the former way of working is by users perceived as better than the new system**

In all cases that were studied, people perceived the original system as better. This has for instance to do with the functionality of the new system. The functionality of the new system was in all cases, especially in the beginning, perceived as incomplete compared to the former system/way of working. In some cases, the functionality of the former system will never be achieved due to technical or budget restrictions. Further, the possibilities that were offered on paper forms can often not be achieved fully in the new system due to the fact that these possibilities were non-standardized and involved manual work. Sometimes the use of language different than in the former system/way of working also lead to a lower appreciation for the new system. It is also expected that in some cases the timeframe has been too short to get used to it, therefore at that moment the old way of working is perceived as better. Perhaps in the future this opinion changes.

- **The offered trainings appear to have a specific link towards the acceptance of the new HR system**

The trainings that are offered towards users of a specific application are in most cases an important factor in the acceptance of the new HR system. From the cases that were studied briefly and from the extensive case of Isala klinieken, it became clear that it is important that future users of a system get the opportunity to practice and memorize all the capabilities and possibilities of the new system. The trainings for the employees should be a structured source of information with all relevant information about the new HR system. Also the needed means, such as a sufficient amount of computers, should be available. In this way, users are more confident to use the system and they can use the system more independently, because they need less help. This contributes to a positive experience with the HR system and therefore contributes to the acceptance of the new HR system.

- **It is a challenge to make people accept their new/changed responsibilities**

It is not easy to make people accept and pick up their new or changed responsibilities. From the cases that were studied briefly and from the case of Isala klinieken, it can be stated that perhaps employees are afraid that new or changed responsibilities lead to more and increased tasks. Further, employees are in most cases not compensated with more additional time to spend on their increased tasks. This could explain why people are not always willing to accept new/changed responsibilities. Personal characteristics of an employee could also be important, for example the personal flexibility with regard to changes could play a role.

In summary, it can be stated that on a generic level the contribution of an HR portal/HR system can mainly be found in the fact that e-HRM helps to decentralize and standardize the HR processes. A better contribution of an HR portal could be achieved by offering high quality training, which offers the users the opportunity to practice and memorize all functionalities and possibilities of the HR portal. To increase the contribution of an HR portal, it is important that people are willing to accept their new/changed responsibilities, but this can be a challenge. This might jeopardize the contribution. Finally, the original HR system/the former way of working is by users perceived as better than the new system. This probably leads to a decrease in the perceived contribution of an HR portal, especially in the short period right after the implementation. More time (to get used to the new system) might have a positive effect on this aspect. In the next section the conclusions specifically for the case study organization are formulated. It might be interesting to note the small nuance differences and similarities with the generic proposals/conclusions.

6.2 Conclusions specifically for the case study

In this paragraph, conclusions specifically for the case study organization (Isala klinieken) are formulated based on the research findings. However, one small remark must be made, the HR portal within Isala klinieken is an application that is expected to keep changing and being expanded with extra options in the future. Therefore, it is important to realize that the conclusions and recommendations written below are based on the evaluation of the pilot which took place from the 2nd of July up to and including the 1st of November 2008. The interviews after the HR portal pilot were conducted in the period of 29th of October until the 20th of November 2008. The conclusions are presented in line with the constructs in the research model (provided on page 52). In order to contribute to a better understanding, in some cases the conclusions are elaborated more in sentences between brackets.

6.2.1 Conclusions on extent of goal attainment

In the section below the conclusions with regard to the achievement of the e-HRM goals are formulated. These conclusions are based on the research findings, which are described in paragraph 4.6.1, 4.6.2, 4.6.3, and 4.6.4.

Below the conclusions with regard to the <u>HR roles</u> are presented.

- **The HR role has not changed for all chains in the process compared to the situation before the HR portal introduction**
(This means that the HR role is still seen as focused primarily on the operational and administrative tasks)

- **PA employees noticed a change in their role**
(Their role is expected to develop into the direction of the salary administration)

- **Transparency and overview is one of the positive changes (after the introduction of the HR portal)**

- **P&O employees signal a clear change in the creation of the letter and the missing confirmation memo for the supervisor**

- **The current HR portal is perceived as incomplete**
(The HR portal is not complete at this moment and not all elements can be found in the HR portal at this moment. Not all possibilities that are on paper have been digitalized, for example the commencement of employment (in Dutch: indiensttredingproces) has not been digitalized at this moment)

- **The HR portal is perceived as handy and pleasant to work with but more time is needed to get used to the tasks in the HR portal**

In the next section the conclusions for the <u>perceived time investment</u> are formulated.

- **The time gains are to be found in the fact that there are no 'other ways' to fill in a digital mutation form**
(a digital signal is given in case of a mistake and this helps to decrease the time investment, because users are directly informed of a mistake and can therefore improve it directly)

- **For the supervisor, the mutation request comes back more often than in the past (up to three times) leading to an increased time investment spread over different moments**

- **There are no changes in the time investment for the talk about the changes in labour contract with the employee**
(Although almost all supervisors mention that they need more time to explain to employees how to reply to the confirmation e-mail)

- **P&O employees have the same time investment for checking the mutation for errors and do suggestions for improvements**
(Except when they make the connection towards the service/support they have to produce towards others)

- **The creation of the letter is just a click on a button**

- **The employee who has to reply on the confirmation e-mail increases the waiting times substantially**

Below the conclusions for the <u>perceived quality of service/support</u> are listed.

- **It is very clear where to get service/support with regard to the HR portal**

- **The capacity that is available with regard to the technical support that is provided by functional application control is questioned to be sufficient for the future**
(Some people perceive two people as too few. They hope that it is enough to provide all the support needed after the 1st of November which is the date of the organization wide implementation of the HR portal)

- **The participants of the pilot have not received clear feedback on their suggestions and remarks**
(The participants of the pilot have not received clear feedback from the e-HRM project on their remarks and suggestions about what was achievable and what was not achievable. It was unclear what happened with the remarks and people were unsure if all issues were taken into consideration)

- **The expectations with regard to the trainings have not been fully achieved**
(No examples of all mutation possibilities; too much emphasis on process and testing instead of practicing; critical questions were not answered satisfactory; trainings were scheduled on short notice. No trainings offered towards people who come into the organization later. The trainings were perceived as ‘sufficient’, but unfortunately not much better than that)

- **P&O employees think it is not the best solution that they have to be the first service provider towards supervisors, especially with regard to technical problems**
(The P&O employees did not feel capable enough to assist supervisors with technical problems)

In the text mentioned below the conclusions for the perceived quality of communication (via HR portal) are presented.

- **The communication possibilities are not perceived as different or better than before the HR portal**
  (The communication possibilities remained the same, except for the fact that they are now in a digital form)

- **The speed of the information transfer is perceived as very good**
  (Except for the confirmation e-mail that has to be confirmed by the employee)
  (Perhaps this had to do with the fact that it was a pilot and everyone was focused on it)

- **The initiative has switched more towards the supervisor**
  (In the situation after the pilot introduction, the supervisor called the P&O employee, instead of that the P&O employee called the supervisor)

6.2.2 Concluding remarks on impact of IT characteristics

In the text mentioned below the concluding remarks with regard to the impact of the IT characteristics on the HR portal contribution are formulated. These remarks are based on the findings, which were described in paragraph 4.6.5, 4.6.6, and 4.6.7.

Below the concluding remarks for the perceived usefulness are formulated.

- **The digital way of working is perceived as useful**
  (People stressed the fact that the number of errors will be less because the insertation of the mutation is now standardized and there comes a signal when it is filled in incorrectly)

- **The usefulness will become much higher when there is a digital personnel file**
  (Now there is still too much paper that is used in order to put the mutation into the currently still paper personnel file)

In the next section the concluding remarks for the perceived ease of use are presented.

- **The portal is perceived as very ease to use**

- **It takes some time to get used to the HR portal**
  (Some interviewees mentioned that they still have to get used to it more and that they have to read very carefully because some language which is used in the HR portal is confusing)

- **Some people of the PSA department do not perceive it as easy to use**
  (Because they have to keep the personnel information system (Beaufort) next to it)

Below the concluding remarks for the data quality are listed.

- **Only supervisors have access to personnel data in the HR portal**

- **It is not possible for the supervisor to directly access the personnel data, it only appears when a mutation is done**
  (But they have their own systems/files in which addresses of employees can be found)

6.2.3 Remaining points

Below the concluding remarks with regard to the remaining points are formulated. These conclusions are based on the findings which have been described in paragraph 4.6.8.

- **There is a high understanding for the e-HRM initiative and a supportive attitude towards the idea of digitalization**

- **Some people questioned or were unsure of the fact whether the right choice was made but lacked the knowledge to judge the decision in more detail**

- **The number of mutations that are claimed to be done during the pilot is not that high**

- **Some people needed more time to create an opinion about the HR portal or mentioned that perhaps their opinion would change when there would be a complete product**
  (The fact that the HR portal at Isala klinieken was still in development and specific elements were still under construction made expressing an opinion difficult for most of the interviewees)

- **The thoughts about paper savings are mixed**
  (There were positive sounds about paper savings by supervisors. Some critical notes about the paper savings were expressed by employees from the PSA department who, in order to have control, need to keep printing out the mutations)

- **The organization wide implementation went too quickly and more time was needed to improve the system before the organization wide implementation**
  (Also the number of paper mutations that were received just before the organization wide implementation was high. This seemed to confirm that the organization was not ready because so many had used the last chance for paper mutation forms)

- **It is perceived as unfortunate that certain combinations of mutations are not possible anymore**
  (These combinations are quite logical in some cases. Now supervisors have to wait, and make notes to remind themselves that they have to do the second mutation over for example two weeks. This means that they have to invest more time in this mutation. What used to be just one time is now two times work)

- **It was perceived as inefficient that the deleted and removed digital mutations all remained in the archive of the HR portal**

- **It was perceived as inefficient that there was no separation of the digital mutations into the caring groups for the PSA department**

- **Opening the portal every day appears to be not that common**

6.2.4 The contribution of the HR portal within Isala klinieken

Although it was expected to happen, the HR roles did in fact not change compared to the situation before the HR portal implementation. Also with regard to perceived time investment most people think it takes more time. The experiences related to the perceived quality of service/support are very positive with regard to who people can turn to when they need help. However the response on their feedback was not always perceived as sufficient. Looking at the perceived quality of communication (via HR portal) it can be stated that people do not perceive the communication possibilities as different or better than before the HR portal introduction.

However, with regard to the IT characteristics reactions are quite positive. Most users of the HR portal experience the digital way of working as useful. Also most users find the specific application within the case study organization very easy to use, especially after some time had passed to get used to it. With regard to data quality it appeared to be somewhat disappointing because there was no possibility to directly access the data but it only appeared when a change/mutation was executed by the user. However, this was not perceived as a major disadvantage because they have their own files in which they can find personnel data.

As mentioned before in the findings, it is interesting to notice that from this analysis the IT characteristics (which are perceived as positive) and experiencing the advantages (goal attainment) from the HR portal are not directly related. It was expected that if people perceived the IT characteristics as easy to use and useful that they would see the benefits of the HR portal but within Isala klinieken this relation could not be found. It seems as if people find it necessary that HR processes become digital, but do not see (all) the advantages at this moment. As mentioned in the theoretical framework, some researchers already have pointed out that the question whether HR should become digital is already outdated: HR must become digital! (Ruël et al., 2004). This research has confirmed this statement, regardless of the disadvantages, HR must become digital.

In conclusion, it can be stated that within Isala klinieken the contribution of the HR portal can mainly be found in the fact that the HR process of the mutation form for the employment contract is digitalized, because most people find the digital situation very useful and have a high understanding for the e-HRM initiative. This means that the most important gain is the fact that the HR process is digitalized. The usefulness would be increased by also creating a digital personnel file. The HR portal is modern and fitting to the current time. Due to the HR portal, there is more transparency and overview. It is handy, pleasant, and easy to work with. Further, it contributes a lot that it is clear to all users to whom to go for service and support. The information transfer within the system is perceived as very good.

But there are also still some aspects that need to be improved in order to achieve a higher contribution of the HR portal. Therefore recommendations for Isala klinieken have been formulated.

6.3 Recommendations for Isala klinieken

On basis of the conclusions, the recommendations specifically for the case study organization have been formulated. The recommendations are not balanced equally on the topics but are focused on the issues that need improvement. Due to the fact that conclusions on perceived quality of communication showed that the communication possibilities within the HR portal were perceived to be equal to the situation before the HR portal introduction, there are no recommendations with regard to the communication via the HR portal. The recommendations are arranged into the level of importance, with the most important recommendation provided firstly. It is important that these recommendations are taken into consideration, because it is expected to greatly influence the contribution of the HR portal.

1. Conduct an evaluative research one year after HR portal introduction (end of 2009, the beginning of 2010)

It was noticed that people were careful in expressing an opinion after the pilot period because the pilot period was perceived as too short. Also the fact that there was not a complete product and that some items were expected to be changed on short term contributed to this. Therefore it is strongly advised to conduct an evaluative research after one year that the HR portal is running within Isala klinieken, for example in November 2009. This could be a qualitative research in which a larger population is interviewed, but it could also be a quantitative research. A quantitative research could be executed because of the larger population that works with the HR portal. Possible the refined research model suggested in the discussion could be tested. In case of a quantitative research people could be asked to give a grade for each element. Due to the fact that people after one year of working with the HR portal have gotten a better impression of all the possibilities of the HR portal, it is probably easier for them to give their judgement in grades (as this was expected not to be possible after the pilot period).

2. Communicate clearly to all users about the developments within the HR portal

It is very important that people participating in a pilot are 'rewarded' for this by seeing that their suggestions and remarks are taken into consideration and that their input is of value. It is strongly advisable for further development projects with regard to the HR portal that it is clear what happens with suggestions and remarks. This also contributes to a positive experience and the willingness to be of help in further project initiatives. For this pilot group this was an issue that was expressed especially. However, this is not only a recommendation for further e-HRM projects. It is also an important recommendation for the HR portal that is currently introduced. Try to communicate clearly about changes in the HR portal and do not create an information overload in which people do not know what information is relevant for them. When suggestions and remarks are expressed do not just 'hear' them but also try to explain what is going to happen with this input. Of course, this is easier said than done and out of the findings with regard to the e-HRM project it certainly became clear that an attempt was made to communicate with all parties in the process. But apparently, more improvements on this area are important. It is advisable to search for a more structured way to offer information towards users of the HR portal. This could, for example, be done by creating a special intranet page in which structured information can be downloaded. Due to the fact that this site is intended for actual users of the HR portal, the information should be updated and checked for relevance monthly. Perhaps it is possible to work with an 'archive' in which the not-relevant and outdated information can be placed. I suggest to minimize the information about the e-HRM project itself because, as mentioned before, the site is intended for users of the HR portal (perhaps a different site could be created for people participating in the e-HRM project). On this site the news letter about developments in the HR portal and the (recent) e-mails that have been send towards the HR portal users could be offered also. When people have not received a certain e-mail because of misspelled names in sending lists or because of other problems they can still read the information. Perhaps the possibility could also be created that people can 'sign up' on this intranet page for certain news letters about the HR portal which are send by e-mail. By offering this special intranet page towards users the communication about developments in the HR portal is more structured and history can easily be found when coming new in the organization (via the 'archive' option) thereby contributing to the availability of the information towards all users in the HR portal.

3. Provide the possibility for regular extra trainings sessions towards new employees or towards users who wish to refresh their knowledge

Why are trainings about the HR portal offered for users of the whole organization (before the organization wide implementation and for a selected group before the HR portal) and then suddenly this stops? The answer is that it is expected that people currently working with the HR portal should transfer their knowledge towards other (new) users of the HR portal. This can however be questioned as people who have experienced the trainings have expressed their remarks on this training sessions and the trainings have received a ‘sufficient’. What can then be expected of the next improvised training session, and the next, and the next? Even regardless of the quality of the training that was offered, it is difficult to remain the quality when people have to transfer the knowledge themselves in improvised training sessions. When offering a training, at least the same quality lessons are guaranteed and the knowledge is more preserved. Perhaps later also these trainings could be improved further. Especially for new users of the HR portal (new employees who have to perform tasks in the HR portal), it would be advisable to help them to get acquainted with the HR portal. For users, such as supervisors, P&O employees, and employees of the PSA department who wish to refresh their knowledge, there should also be the possibility to attend a training session. For these people so-called ‘catch-up trainings’ could be organized on a regular basis. This probably also contributes to the acceptance of digital systems, to working in a unified way, to a limited amount of mistakes that have to be corrected by P&O employees (for instance the use of the wrong kind of digital mutation option), and to the quality of the mutation process.

4. Examine if there are possibilities to reduce the waiting time of the employee who has to confirm on the mutation by e-mail

The waiting times are increased substantially because of the reply that the employee has to send on the confirmation e-mail. It is advisable to communicate about the importance of the reaction speed of the employee towards the employees. This could be done for example in an article in Isala Pulse (this is a news paper about and for the whole organization). Isala Pulse has been used before to communicate about the HR portal developments. In a next article the importance of the reaction speed of the employee could be especially emphasized. Another suggestion would be to improve the knowledge of the employee about the possibilities to check their e-mail at home. At this moment, Isala already offers the possibility to check e-mail at home via a special secured Internet page, but not everybody knows this. Possibilities to improve this knowledge can be utilized better. In the aforementioned article in Isala Pulse also tips about the access to the work e-mail at home could be given. Further, during the meeting that is organized within Isala klinieken for new employees some special attention could be devoted to this, for example in a short presentation or perhaps in a short handout. At this moment (on basis of experience of the researcher) this is not the case. In this presentation or short handout, the Outlook Internet address and how to access the e-mail at home could be explained. This is probably an issue that takes not much time but that can contribute a lot. Perhaps this handout could also be given to employees at work meetings that are organized at the specific departments. Again, this is probably an item that does not take a lot of effort but talking about it increases the awareness of the employees and shall probably contribute to an understanding of their importance in the process and that their reaction speed can positively influence the speed of their mutation request. As mentioned before, unfortunately, the smaller or higher the interest/stake for the employee the slower or quicker the reaction speed of the employee is. Nevertheless, the understanding of the employee for the supervisor (and other parties in the process) could be increased, by for example also pointing out the importance of overview for the supervisor when certain tasks are removed of their to-do list.

5. Examine critically whether there is enough employee capacity and knowledge available to provide technical support towards users of the HR portal

In relation to the perceived quality of service/support, there is uncertainty about the amount of people that are located at the functional application control. By quite some interviewees it was questioned whether two people are a sufficient amount. It is advisable to critically examine whether it is enough in case of unexpected illness or holiday of these people. Is the knowledge that these people have secured in some way? Can it be transferred towards other people? It is important to investigate how much technical problems there are and if the capacity is enough to provide a good quality of service/support. In relation to this recommendation, the P&O employees have expressed that they do not feel capable to provide the first line service towards supervisors, especially with regard to technical problems. Are there possibilities to make the P&O employee better equipped to provide service/support with regard to the HR portal towards supervisors? However, it is advised to be careful with adding too much technical support to the tasks of the P&O employee because it probably is not the best suitable place, as it belongs at the technical application control.

6. Search for possibilities to reduce the time that users need to check the HR portal

In order to reduce the time investment, the HR portal should only be checked when there is a mutation request or other activity waiting in the HR portal. It is advised to search for possibilities to improve this. Also because of the fact that the HR portal ‘expires’ after a short period of time when not making use of the HR portal and can therefore not be placed in the background. In order to achieve this, it was suggested in the interviews that an automatic signal in Outlook (e-mail programme) could be given when there are items waiting in the HR portal. Outlook is a programme that can be placed in the background while working on other programmes and which does not run out after a short period of time. It should be investigated whether this is possible.

Perhaps it is also possible to make the time period in which the HR portal expires much longer and that signals are given by the HR portal when there is an item waiting. However, within the HR portal confidential personnel data can be found, therefore it was decided by Isala klinieken to make the HR portal run out after a period of time. To avoid the (privacy) difficulties which are created when creating a longer time of expiration, a signal in Outlook would be an advisable solution. This reduces the unnecessary time investment for users when checking the HR portal while there are no items waiting for them.

7. Accompany and assist the PA employees in the changes that are created by the HR portal introduction

On basis of the conclusions on the HR roles, it can be stated that the HR role for the PA employees is going to change. From the interviewees the impression was diverted that PA employees had not received clear guidelines for the future with the HR portal. This is probably related to the fact that it is still unclear how much work there will be left in the future for the PA employee and that they probably have to move their tasks more towards the SA employee side. But is there enough capacity to give all PA employees a place? It is advisable to communicate clearly about this in order to avoid uncertainty for the PA employees. It is important to threat the PSA department with care, also in order to have a cooperative PSA department for future e-HRM initiatives this would strongly be advised.

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Appendices

Appendix 1: Interview protocol (English version)

Interview protocol

Introduction

1. Introduction
- Introduction of the interviewer (Frida Evers) (perhaps for some a repetition)
- Clarification of the research

2. Goal of this interview
- Obtain more insight into the contribution of an HR portal from the perspective of the people who are working with it

3. Confidentiality
- The literal transcript of the individual interview shall not be provided towards Isala klinieken and shall not be part of the final master thesis report
- The results from the interviews shall be processed anonymously
- It could be that you do not have an answer towards a question or that you would rather not answer, there is no obligation to answer

4. Audiotape
- The interview is audio taped because of practical reasons. In this way I do not have to write during the interview and it helps when creating the transcripts

5. Time
- The interview shall last approximately 1,5 hours

HR roles
(the role(s) HR professionals play within an organization)

1. How would you describe your current role in the mutation process?
2. Have there been any changes in your role compared to the old situation?
3. How do you see the role of HR within the mutation process?
4. Does HR spend the most time on administrative tasks or do you feel more like HR spends time on strategic issues?
5. What does HR contribute to the organization
6. Is HR seen as a business partner?
7. Do you like the tasks that you do in the HR portal?
8. Do you like your role more than the role you had before?
9. If you were asked to give some ideas for improvements for the role of HR, what would you advise?

Perceived time investment
(the perceived investment of time when working on a mutation form)

1. How much time does it cost you to insert the mutation into the system?
2. Can you make an estimation of the preparation time you require for a mutation?
3. How much time does a talk with an employee cost you in general?
4. How much time, in the new situation, does it cost you to receive the approval of the employee? Why?
5. How much time is needed to check the mutation for errors and do suggestions for improvement towards the supervisor?
6. How much time do you need to create the letter?
7. How much time is needed to do additional work to the letter?
8. How much time does it cost you to check the letter for errors?
9. How much time does it cost you to make changes (if wanted) to the letter?
10. How much time does it take to obtain the required signatures/ approvals?
11. How much time does it take to send the employee its confirmation letter?
12. How much time does it cost to have the mutation processed in Beaufort? Or is it situation specific (due to starting date)?
13. How much time has passed when the supervisor is informed about the mutation?
14. How do you perceive the waiting times in the new situation?
15. Based on the elements we talked about, could you give an estimation as to how much time an average mutation form takes?

Perceived quality of service/support
(a measure of how well the service is delivered and if it matches with users wishes)

1. How do you perceive the computer facilities you have to work with?
2. Do you know who you can turn to when you need support or service? (when you experience difficulty)
3. What is your opinion about the support you can provide towards others?
4. Are the promises which are related to service always kept?
5. Is the service that you receive while working with the HR portal always error-free?
6. Do you have any suggestions for improvement with regard to the service?
7. How do you see the optimal service/support?
8. What does the HR portal have to offer in that respect?

Perceived quality of communication (via HR portal)
(the experienced quality of the information flow(s))

1. How do you experience the communication with the other parties located in the process? (also compared to the old situation)
2. Is the communication mostly error-free (communication through the HR portal)
3. What is your opinion about the speed with which the information is transferred?
4. Is the (new) additional information also transferred quickly?
5. Has the content of the questions changed? (how-questions or what-questions)
6. Have the subjects of the questions changed?

Perceived usefulness
(the extent to which a person believes that using the system will enhance his or her job performance)

1. What is, according to your opinion, the effect of the HR portal on your job performance?
2. What is, according to your opinion, the effect of the HR portal on your productivity?
3. Do you perceive the system/ HR portal as an instrument that enhances your effectiveness in your job?
4. Do you perceive the HR portal as useful for your job?
5. What is your opinion about the dashboard in the HR portal?
6. Are all buttons situated in a handy location?
7. What is your opinion about the quality of the mutation process at this moment?
8. What do you like about the HR portal?
9. What do you (perhaps) liked to have seen differently?

Perceived ease of use
(the extent to which a person believes that using the system will be free of effort)

1. Do you have a clear and understandable interaction with the system/ HR portal?
2. How much mental effort does it cost you to interact with the system?
3. Do you find it easy to get the system to do what is wanted? (ease of use)

Data quality
(data fit for use by data consumers)

1. What is your general opinion about the data that can be found in the HR portal?
2. Do you perceive this data to be free of errors?
3. Is the data sufficient for use or do you miss specific data?
4. Is the data quickly retrievable?
5. Is the data easily retrievable?
6. If you could do suggestions to improve the data quality, where would you suggest changes?

Final word
Thanks for this interview and for the time that is made available!

Appendix 2: Interview protocol (Dutch version)

Vragenlijst voor de interviews

Introductie

6. Introductie
- Introductie van interviewer (Frida Evers) (wellicht voor sommigen een herhaling)
- Verduidelijking van de opdracht

7. Doel van het gesprek
- Meer inzicht krijgen in de toegevoegde waarde van een HR portaal zoals dat wordt ervaren door de mensen die er mee werken

8. Vertrouwelijkheid
- De letterlijke uitwerking van het individuele interview zal niet aan Isala klinieken worden gegeven en niet worden opgenomen in het uiteindelijke rapport
- Interview resultaten worden anoniem verwerkt
- Het kan zijn dat je op sommige vragen geen antwoord weet of dat je dat liever niet wilt geven, er is geen verplichting tot antwoorden

9. Geluidsopname
- De geluidsopname is vanwege praktische redenen, hierdoor hoef ik niet tussentijds te schrijven en het vergemakkelijkt het uitwerken van het gesprek

10. Tijdsduur gesprek
- Het gesprek zal ongeveer 1,5 uur duren

HR rollen
(de rol(len) die HR professionals uitvoeren binnen de organisatie)

1. Hoe zou je je huidige rol in het mutatieproces beschrijven?
2. Hebben er veranderingen plaatsgevonden ten opzichte van de oude situatie?
3. Hoe zie jij de rol van HR binnen het mutatieproces? (kan anders zijn dan huidige rolbeleving)
4. Besteedt HR de meeste tijd aan administratieve taken of heb je het gevoel dat er meer tijd wordt besteedt aan strategische onderwerpen?
5. Wat draagt HR bij aan de organisatie?
6. Wordt HR gezien als een business partner (iemand die meedenkt bij strategische beslissingen)?
7. Vind je de taken leuk die je doet in de HR portaal?
8. Vind je de rol die je nu hebt leuker dan voorheen?
9. Als je gevraagd werd verbetersuggesties te doen voor de HR rol, wat zou je adviseren?

Ervaren tijdsbesteding
(de ervaren tijdsbesteding wanneer je werkt aan een mutatie formulier)

1. Hoeveel tijd kost het je om de mutatie in het systeem in te voeren?
2. Kun je een schatting maken hoeveel voorbereidingstijd je nodig hebt voor een mutatie?
3. Hoeveel tijd kost een gesprek met een medewerker je over het algemeen?
4. Hoeveel tijd kost het je, in de nieuwe situatie, om een goedkeuring/ akkoord van de medewerker te ontvangen? Waarom?
5. Hoeveel tijd is er nodig om de mutaties te controleren op fouten en suggesties te doen voor verbeteringen aan de leidinggevende?
6. Hoeveel tijd heb je nodig om een brief te maken?
7. Hoeveel tijd heb je nodig om aanvullend werk te doen aan de brief?
8. Hoeveel tijd kost het je om de brief te controleren op fouten?
9. Hoeveel tijd kost het je om veranderingen (indien gewenst) te maken aan de brief?
10. Hoeveel tijd heb je nodig om de vereiste handtekeningen/ akkoorden te verkrijgen?
11. Hoeveel tijd heb je nodig om de medewerker zijn/haar bevestigingsbrief te sturen?
12. Hoeveel tijd kost het om de mutatie te verwerken in Beaufort? Of is het situatiespecifiek (afhankelijk van ingangsdatum)?
13. Na hoeveel tijd wordt de leidinggevende geïnformeerd over de mutatie?
14. Hoe ervaar je de wachttijd in de nieuwe situatie?
15. Op basis van de elementen waar we over gesproken hebben, kun je een schatting maken over hoeveel tijd een gemiddelde mutatie kost?

Ervaren kwaliteit van service/ support
(de ervaren service en of het past bij jouw wensen)

1. Hoe ervaar je de computer faciliteiten waarmee je werkt?
2. Weet je naar wie je toe kunt gaan als je ondersteuning (support) of service nodig hebt? (als je moeilijkheden ervaart)
3. Wat is jouw mening over de ondersteuning die jij aan andere kunt bieden?
4. Worden de beloftes m.b.t. service altijd gehouden?
5. Is de service die je ontvangt tijdens het werken met de HR portaal altijd foutloos?
6. Heb je suggesties ter verbetering m.b.t. de service?
7. Hoe zie je de optimale service verlening?
8. Wat heeft de HR portaal je daarbij te bieden?

Ervaren kwaliteit van communicatie (via HR portal)
(de ervaren kwaliteit van de informatie flow(s))

1. Hoe ervaar je de communicatie met de andere partijen die ondergebracht zijn in het proces [HR portaal] (ook vergeleken met de oude situatie)?
2. Is de communicatie over het algemeen foutloos (communicatie door de HR portaal)?
3. Wat is jouw mening over de snelheid waarmee de informatie wordt doorgevoerd?
4. Wordt de (nieuwe) informatie ook snel doorgevoerd?
5. Is de inhoud van de vragen die je krijgt veranderd? (hoe-vragen of wat-vragen)
6. Zijn de onderwerpen van de vragen veranderd?

Ervaren bruikbaarheid/ nuttigheid
(de mate waarin het systeem jouw werkprestatie positief beïnvloed)

1. Wat is, naar jouw mening, het effect van de HR portaal op jouw werkprestatie?
2. Wat is, naar jouw mening, het effect van de HR portaal op jouw productiviteit?
3. Ervaar jij het systeem/ de HR portaal als een instrument dat jouw effectiviteit verhoogt?
4. Ervaar jij de HR portaal als nuttig en bruikbaar voor jouw werk?
5. Wat vind je van het dashboard in de HR portaal?
6. Zijn alle knoppen op een handige plek gesitueerd?
7. Wat is jouw mening over de kwaliteit van het mutatieproces op dit moment?
8. Wat vind je leuk aan de HR portaal?
9. Wat had je (wellicht) liever anders gezien?

Ervaren gebruiksvriendelijkheid
(de mate waarin het systeem zonder moeite te gebruiken is)

1. Heb je een duidelijke en begrijpelijke interactie met het systeem/ HR portaal?
2. Hoeveel mentale inspanning kost het je om interactie te hebben met het systeem?
3. Vind je het makkelijk om het systeem te laten doen wat de bedoeling is (gebruiksvriendelijkheid)?

Data kwaliteit
(Of de data passend is voor de gebruikers)

1. Wat is je algemene mening over de data/ gegevens die je kunt vinden in de HR portaal?
2. Ervaar je deze gegevens als foutloos?
3. Is de data voldoende voor het gebruik of mis je specifieke gegevens?
4. Is de data snel te verkrijgen?
5. Is de data makkelijk te verkrijgen?
6. Als je suggesties zou kunnen doen om de data kwaliteit te verbeteren, waar zou je veranderingen voorstellen?

Afsluiting
Bedankt voor het gesprek en de ervoor vrijgemaakte tijd!

Appendix 3: Analysis of the interview transcripts

Analysis of the interview transcripts

This is the analysis of the (literally) transcribed interviews. This document can be viewed as a summary of all interviews that have been done. Due to confidentiality reasons only the general function names are mentioned behind the quotes. The quotes cannot be derived to a specific person. This document can therefore together with the interview transcripts serve as a basis for formulating the findings in the master thesis report. In a few quotes the original questions from the interview are mentioned, this is done in a few occasions when it contributes to an understanding of the quote that is expressed.

HR roles (strategic or operational orientation)

In the operationalization table HR roles has been defined as ‘the role(s) HR professionals play within an organization’.

<u>Current role in the mutation process/ opinion about current role</u>
The first important question theme within this subject of HR roles was about their current role (after the HR portal) in the HR process.

“Is gewoon gelijk gebleven.” (supervisor)

“Ja, nou nee niet echt, omdat kijk in principe het verschil zit hem. Kijk, mijn rol was altijd al ‘een mutatie in gang zetten’. Nou, die rol heb ik nog steeds, maar het verschil is natuurlijk dat het waar het voorheen een formuliertje invullen en vervolgens was ik er zeg maar af, is niet helemaal waar, maar oké. En nu zitten daar meer stappen in. Dus in die zin zeg maar is die wel wat anders, maar de rol, namelijk ‘het in gang zetten van de mutatie’, dat is eigenlijk hetzelfde gebleven.” (supervisor)

“Op zich denk ik niet dat de rol heel erg veranderd is. Wat wij hadden was het controleren van het mutatieformulier zoals dat echt op papier stond. En in feite is dat nu nog steeds zo. Het is nu nog steeds zo dat wij eerst bekijken van ‘nou klopt het allemaal?’ ” (P&O employee)

“Nou merk ik op dit moment niet veel van, nee.” (P&O employee)

“Ja, eigenlijk wel, want ja de aanlevering is anders hè. Bedoel, je rol op zich verandert niet daardoor. In plaats van dat je het op papier krijgt, krijg je het dan via het portaal aangeleverd.” (employee PSA department)

“Nee, ik denk dat het nog niet veel veranderd is.” (SA employee)

“Nee, nog steeds niet, omdat ik op dit moment, zoals ik het nu ervaar, krijg ik nog steeds brieven onder de neus die ik moet voorzien van een akkoord of die ik moet tekenen. En dat was voor de portaal zo en dat is nu nog steeds zo.” (P&O advisor)

“Ja, dat is niet anders geweest [..] wij ondertekenen altijd de brieven die er uitgaan. Dat is nu en dat zal ook in de toekomst zo zijn.” (P&O advisor)

Some supervisors mention within the context of their role the dependence people have on them since their participation in the pilot.

“Dat nieuwe hoofd is er [net] en die kent het hele digitale system niet en die ga ik inwerken op dat stuk. En dan, wat we dan nog moeten afstemmen van wie ze nou invoert.” (supervisor)

"Mijn rol is dat men heel af en toe nog iets afhankelijker van mij is. Dat komt, wat ik meestal doe wij hebben hier ook artsen die ook weleens een mutatie schreven en maargoed nu hielp ik daar [eerder] ook wel bij, maargoed nu moet alles via mij. Omdat op dit moment hebben zij daar nog niet mee gewerkt [..] Maar mijn rol is eigenlijk niet veranderd ten opzichte van het andere mutatieformulier. [..] maar dat [meer afhankelijkheid van anderen] is een kleinigheidje en dat vind ik niet vervelend, nee." (supervisor)

But especially employees from the PSA department, PA employees perceive it differently.

"Ik heb rol medewerker en de rol PSA, zodat ik ook het SA gedeelte kan doen. Zo komt het in beeld. ja, hun hebben hetzelfde staan [SA medewerkers]. He [collega], jullie hebben dezelfde autorisatie hè? Twee sleuteltjes hè? Rol medewerker en rol PSA? [checkt bij collega SA medewerker] [collega antwoord bevestigend]. Dus wij zouden het ook kunnen oppikken. Wij zijn ook nu in Beaufort in staat om de S-kant te doen. Zo langzamerhand kunnen wij ook wel beslissen van 'oké deze week hou ik de HR portal bij'. " (PA employee)

"Er zit nog genoeg in. Controlewerkzaamheden, daar kunnen we ons nog meer in gaan verdiepen. Ik heb niet het idee dat het voor mij einde verhaal is, nee. Het gaat gewoon geleidelijk over in andere werkzaamheden." (PA employee).

"Nou, ik ga mezelf omscholen tot salarisadministrateur zeg maar. Dat je breed inzetbaar bent en blijft voor de toekomst. Hoe dat er precies gaat uitzien, dat heeft er ook mee te maken met de hoeveelheid mutaties die nog op papier naar ons toekomen. Dus er is natuurlijk een overlap, of een overgangsperiode, en ja hoe dat zal gaan? [kijkt vragend]." (PA employee)

"Nou, als ik, als wij heel goed kijken, dan zit onze functie er eigenlijk helemaal niet meer in. Als het werkt zoals het werken moet. [..] En ja, het is de bedoeling dat we straks allemaal een beetje die [S-] kant opgroeien. Ja en verder weten we ook niet echt wat er met de P-kant euh. Als straks alles loopt, dan houdt het gewoon op." (PA employee)

<u>Changes compared to the old situation</u>

A second theme that was relevant in relation to the HR roles was the experienced changes in their role. The respondents reacted primarily with information about the concrete changes in their tasks.

"Ja, je kan het niet vergelijken. Ik kan blijven voor mijn scherm. Het is veel sneller ook en veel overzichtelijker. Ik klik vaak even het schermpje aan om te zien wat er nog instaat. Hè wat ik gestart heb enzo, het is veel overzichtelijker. Ik ben er super blij mee, het is een goede vooruitgang." (supervisor)

"Op de oude manier met de formulieren, ik had totaal geen zicht op waar de mutaties bleven of waren. Met dit systeem, dat werd me al heel snel duidelijk, zou je ze als goed is kunnen gaan volgen. Dat was eigenlijk mijn belangrijkste drijfveer, want dan. Mensen vragen je er soms naar. Dat was ook een beetje mijn beeld erbij. Dat je inzicht, inzicht, letterlijk inzicht kreeg in van 'waar zit het?' of 'moet ik er nog wat in doen?', maar ook een stukje herinnering." (supervisor)

"Wat wel veranderd is, is dat wij het niet zelf meer aanpassen, maar dat wij het terugdoen naar de leidinggevende. Dat die uiteindelijk de wijzigingen erin verwerkt. Dus in feite is de rol eigenlijk niet heel erg veranderd in dat stukje." (P&O employee)

"Ja, het gaat nu gewoon allemaal digitaal, dus de taken zijn gewoon heel anders. Maar of die taken nu echt meer zijn." (P&O employee)

"Nou ja goed, ik ben zelf een beetje. Ik behoor een beetje tot de oude garde, iets minder met de computer dan iemand die jong is. Als je zo'n mutatie op je bureau krijgt, heb je het inzichtelijk." (SA employee)

“In het proces wat nu is uitgewerkt, daar zie ik alleen maar feitelijk uiteindelijk de brief die ondertekend moet worden door de zorggroep manager. Ik mag vanuit de rol van [P&O adviseur] een aantal brieven voor de zorgmanager wegtekenen en die rol heb nog steeds. Er is geen verandering ten opzichte van de oude situatie.” (P&O advisor)

An often expressed change in the tasks has to do with the creation of the letters. This is mentioned quite often by P&O employees, P&O advisors, but also by supervisors. The letters are now more standardized than before. The letters have been changed just a few weeks before the organization wide implementation of the HR portal.

“Er zijn wel wat extra werkzaamheden bijgekomen, maar die zitten wat verderop in het proces, zoals het maken van de brieven. Die eerst niet door ons gedaan werd, maar nu wel.” (P&O employee)

“Eerst werd het [brieven] door de PA medewerker gedaan, dan kregen wij hem om te versturen. Dan konden wij dingen nog specifiek aangeven wat de leidinggevende extra erin wilde. Het waren min of meer standaard brieven. Dan konden wij daarin nog wat dingen in corrigeren, toevoegen. En nu is het zo dat het automatisch wordt aangemaakt als het ware in het systeem en in een pdf-bestand komt, waarbij het eigenlijk kant en klaar en niet meer te wijzigen valt. Dus wij hebben er verder eigenlijk geen invloed op. Wij krijgen de brief eigenlijk standaard aangeleverd.” (P&O employee)

“Nou ja, de brieven, die zitten nu in de portaal. Die deed ik eerst altijd opslaan in mijn eigen documenten [via officelink]. Nu doe ik dat niet meer. Ik neem gewoon de brief die uit het systeem komt, die print ik en ik sla het niet meer op in mijn eigen bestanden.” (P&O employee)

“In de pilot waren ze nog steeds aan het proberen om zeg maar de situatie zoals wij ze hadden. Dus zeg maar de brieven per soort mutatie uitgesplitst om dat zo voor elkaar te krijgen. Maar nou ja goed, gedurende de pilot bleek dat dat niet haalbaar is en is gekozen om een vijf standaard brieven te maken waarin een soort van bijlage aan werd gehangen. Daar heb ik in ieder geval nog te weinig mee gewerkt om daar al een oordeel over te kunnen geven. Kijk in feite, het zou het een vereenvoudiging kunnen zijn, omdat je gewoon nog maar één brief hebt. Alleen, het moet nog blijken of die brief ook genoeg biedt om alle mutaties te kunnen dekken. En dat moeten we nog zien hoe dat gaat lopen." (P&O employee)

Some mention the change in the confirmation memo for the supervisor (in Dutch: bevestigingsmemo voor leidinggevende). This memo is not there in the current situation with the HR portal. In the past the supervisor was always informed when the mutation was completed with a memo for the supervisor.

“Het overzicht voor de vakantie-uren, die is er gewoon niet. En we hebben natuurlijk een extra taak gekregen om in één scherm ook de uren te gaan zetten, wat normaal de PSA deed. Dus die moeten wij erin gaan zetten. Maar dan komt er een papiertje uit, uit het systeem. Waar dan wat opstaat, de vakantie-uren en dan denk ik van ‘ja moet ik dat nou naar de leidinggevende sturen’? Want die weet niet wat die ermee moet. Daarvoor hadden we een memo voor de leidinggevende en daar stond het duidelijk op. Het overzicht is nu niet duidelijk. Nee, het is niet overzichtelijk.” (P&O employee)

“Ja, die kreeg ik altijd wel van [P&O medewerker] .Dus dat is toch wel iets dat viel me op, want iedereen heeft een eigen file bij ons en alles gaat daarin. Daar komt nu niets meer in te staan. We moeten zelf de mail uitdraaien zeg maar. Als je een officieel stuk hebt, van nou wat ze met de mutatie krijgen, dat zou ik ook wel willen hebben, ja.”
Bijvoorbeeld die bevestigingsbrief die ze op het eind krijgen, dat die hier op de afdeling ook nog specifiek in het dossier komt?
“Ja, nou dat zou. Tot nu toe was het wel altijd zo. In die memo, dan heb je het gewoon staan met de datum. Alles de uren wat mensen nog moeten werken, de feestdagen. Alle standaarduren. Ik reken het vaak zelf wel uit en dan personeelszaken nog een keer wel achter de hand, maar meestal zelf. Eerder kreeg je alles gewoon aangeleverd. Maar [P&O medewerker] zei ‘nooh dat is mijn werk, dat doe ik wel’, zei ze. Af en toe dan mailt ze weleens van een medewerker ‘zoveel uur nog’. Dat is gewoon een mailtje, maar geen officiële brief. En eigenlijk zou ik dat wel weer willen. Ieder contractverandering krijg je van ‘dit is zo afgesproken’.”
Dus eigenlijk zeg je van: jammer dat de memo leidinggevende weggevallen is?

"Ja, ja, ja. Die had ik gewoon in het file zitten. Weet je, als je met een medewerker praat dan pak je het file er even bij. Van 'oh ja dit is'. Dan moet je nu eerst in je computer gaan. Ik ben wel voor de digitalisering hoor, maar dit is zeg maar een archief alles zit erin, het contract, functioneringsgesprekken en dat pak je er zo bij. Dan denk je 'oh ja' hè." (supervisor)
"*Het is niet voor niks dat daar. Er is natuurlijk een hele reorganisatie geweest eerder met de medewerkers P&O. Toen is ook de PSA opgericht en daar is ook allemaal informatie en afspraken over gemaakt en ook over binnen de zorggroepen. En dan denk ik ja, het kan niet zo zijn dat je er zo even wat taken erbij in fietst, dat kan niet zomaar, daar moet je wel kritisch naar kijken."* (P&O advisor)

"Maar de rol van de PA medewerker is er wel tussenuit gehaald daarin, dus is het verplaatst naar ons. En wij kunnen nog niet zo goed inschatten, dat is natuurlijk meer werk, hoe je het ook wendt of keert. Alleen wat het digitale aanleveren ons oplevert. Ja dat kunnen wij nog niet zo inschatten natuurlijk. Want de controle blijft, we moeten een dossier pakken, we moeten controleren, dus in die zin levert het ons niet veel tijdswinst op. En het kost ons, wat we wel heel concreet hebben, dat is dat het ons tijd kost om inderdaad zo'n, die vakantieberekeningen en dergelijke weer te gaan doen." (P&O employee)

<u>Opinion about the tasks in the HR portal</u>
Another theme that was important considering the HR role is the opinion about the tasks in the HR portal.

"Ja, vind ik wel leuk! Ja, ik doe dat eigenlijk liever dan zo'n mutatieformulier met doorslag et cetera. Die waren niet duidelijk en niet doorgedrukt, dus het is gewoon qua archief heb je er niet zoveel aan. Je went er gewoon aan, dus je drukt wat harder enzo. Dit is handiger, prettiger om mee te werken." (supervisor)

Door het portaal wordt je al genoodzaakt naar een aantal dingen te kijken, waar je eerder eigenlijk niet naar keek, want dat deed P&O. [..] Normaal gesproken deed P&O dat allemaal, maar je ziet het nu ook nog fysiek in beeld, dus dan weet je dat ook." (supervisor)

"Ik kan er nog te weinig van zeggen, want ik weet gewoon niet hoeveel vragen er gaan komen vanuit de leidinggevende, want die werken er natuurlijk nog maar nauwelijks mee. Kijk en het leuke van dat mutatieformulier vond ik altijd om vanuit je eigen specifieke kennis te kijken van 'nou kan dit?' en 'wat wil zo'n leidinggevende er nou mee?'. Kijk, en nu moet de leidinggevende in principe zelf alles al goed invullen en dan is dus de vraag van nou 'hoe gaat dat lopen'. Daar kan ik gewoon nog te weinig van zeggen. Ik verwacht dat ze evengoed nog vaak zouden komen met de vraag van 'hoe moet ik dit nou doen?' of 'hoe zit dat in de CAO?' of 'kan ik dat wel of niet doen?' " (P&O employee)

"Ik ben wel van mening dat je eigen creativiteit en deskundigheid niet in brieven of iets dergelijks. Je kunt daar wel in meedenken, maar je bent wel belemmert, vind ik, door die vaststaande brieven en vaststaande bijlagen die eruit rollen, daar kun je zelf niks meer aan veranderen. Ik vind dat zelf geen prettige ontwikkeling. [..] We voelen ons daar toch wel in beperkt. En dat is tegelijkertijd het punt waarvan ik het niet leuk vind, dat vind ik niet leuk." (P&O employee)

The incompleteness of the new HR portal application is also mentioned sometimes by different roles when expressing their opinion about their tasks.

"Het is altijd zo dat als je. Kijk, ik ben toen een 2 of 1 ½ jaar geleden naar zo'n bijeenkomst geweest van zo'n elektronisch personeelsdossier. Ik snap ook wel dat je het op moet bouwen hè. Dat is natuurlijk ook zo. Ik heb ook wel gezien dat er al wel complete producten zijn die niet aangeschaft zijn. Dat zal natuurlijk altijd weer met geld te maken hebben. Ik zie dat dan vaak wel weer als een gemiste kans, maar ik snap het ook wel. Dus ik, ja ik zeg dan ook altijd maar, dat is toekomst."
Dus je ervaart dit niet als het complete pakket?
"Nee, absoluut niet. Nee. Dit is een pril begin. Maar zo ben je natuurlijk met het elektronisch patiëntendossier ook begonnen. Ook langzaam opbouwen, we beginnen nog met langzaam alleen wat bloeduitslagen en dan komt de röntgen erbij. Langzamerhand wordt zoiets opgebouwd, dan dossiervoering. En dan heb je nog oud & nieuw door elkaar, wat je nu natuurlijk ook hebt. En dan heb je natuurlijk nog de mensen die nieuw komen, die hebben 't dan wel digitaal, maar de mensen die er al zijn die hebben nog een deel oud en een deel nieuw." (supervisor)

“Ja, we moeten even wennen aan de nieuwe situatie, omdat het nog niet helemaal af is. De oude situatie was wat completer. Dan hadden we ook een memo voor de leidinggevende, die hebben we nu niet. Het is een beetje, nou ja, het is niet compleet.” (P&O employee)

Ideas for improvement for the HR role

Another question topic was the ideas for improvement of the HR role.

“Ja, met name de taak dat dus de werknemer krijgt dan een e-mail nadat de mutatie is aangevraagd. Dan moet hij de e-mail weer naar mij terugsturen. Dat vond ik weer wat dubbel. Dan denk ik nou, ik heb dat in gang gezet, ik ben al akkoord. Hoeft van mij niet, kan eigenlijk veel sneller gewoon naar personeelszaken en die kan het verder afwerken. Ja, gewoon als ik, kijk de werknemer moet natuurlijk tekenen dat is het probleem natuurlijk, zo’n digitale handtekening zetten. Ja kijk, het feit als jij gewoon met een werknemer in overleg gaat voor een verandering van dienstverband, dat doe je altijd samen, dat doe je niet in je eentje. Je zou er ook voor kunnen tekenen dat als personeelszaken de brief terugkrijgt, om daar een mailtje van terug te krijgen. Heb ik dat gekregen dan zou tussen personeelszaken en werknemer zou gewoon dat verkeer kunnen gaan.” (supervisor)

In short the findings on HR roles (strategic or operational orientation)

Current role in the mutation process/ opinion about current role
An opinion that mostly came across in the interviews was that the role has not changed that much in comparison with the situation before the use of the HR portal (in the pilot setting). In practice this means that the HR role is (still) focused primarily on the operational, administrative component. This was the case for supervisors, P&O employees, P&O advisors. Some supervisors mention within the context of their role that the dependence people have on them has grown slightly, because they are a little bit more experienced because of their participation in the pilot. Only the PA employees perceived it differently. They argue that their role has in fact changed and will probably develop into a different direction in the future, namely the direction of the salary administration (SA-employee side). Looking at the answers that were given by the other roles (supervisor, P&O employee, P&O advisor, SA employee), it can be stated that not that much has changed or that perhaps the timeframe has been too short for the interviewees to signal a change in their role.

Changes compared to the old situation
Concerning the changes in comparison with the situation before the HR portal, there are some positive sounds related to the digitalization. Some supervisors claim to be quicker and have one points of access (their computer screen/ HR portal). Most of the supervisors mention ‘transparency’ or ‘overview’ as one of the changes. In the past it was sometimes unclear how far in the process certain mutation forms were or which department was handling it at that moment. P&O employees appear to be more searching to whether the digitalization has an effect on their tasks. They do signal a clear change in the manner in which the letters are created and the fact that the confirmation memo for the supervisor is not there anymore. These two items are different from how it was done in the past and are not perceived as an improvement. During the pilot some supervisors started to notice that they did not receive the confirmation memo anymore. This was most of the time perceived as a disadvantage of the new situation, because they needed it to fill the so-called ‘Jus-kaarten’ and make roster and (holiday)planning. Certain tasks have moved from the PSA department towards the P&O employee. Now other solutions were created in which the P&O employee e-mailed a separate document in which these information was provided. Which in turn leads to more work for the P&O employee.

Opinion about the tasks in the HR portal
The opinion about the tasks in the HR portal was in the interviews coloured with feelings about the standardization that the HR portal brought (or is expected to bring). Some people thought that their ability to use their creativity and expertise is impeded. Others stressed the incompleteness of the current situation, but there are also positive sounds of people who like their tasks, because the HR portal is handy and more pleasant to work with. Some people do not know yet how it will turn out. These people apparently need more time to get used to the tasks in the HR portal.

Ideas for improvement for the HR role
Usually people responded with suggestions which would improve their tasks in the HR portal, because apparently in their reasoning changes in their tasks could positively influence their HR role.

Perceived time investment (cost reduction/ efficiency gains)

In the operationalization table perceived time investment was defined as 'the perceived investment of time when working on a mutation form'

Insert mutation

The first theme of the time investment was the starting point of the mutation when the mutation is created by the supervisor, because the supervisor has the task to insert the mutation into the system. Insights about the time investment for inserting the mutation are therefore mostly provided by the supervisors.

"Ja dat gaat supersnel. Het is opzoeken 'wat wil je' en je hebt het al vooraf besproken. Nou dat is niks, 2 minuten ofzo. Ja dat is gewoon kijken en dat is gewoon niks, dat is 2 minuten, 3 minuten."
En als je dat vergelijkt met de oude werkwijze?
"Dat was eigenlijk ook niet zoveel. Ik denk dat het, dit is meer gereguleerd, ik denk dat gewoon, je hebt minder uitwijkmogelijkheden dan dat je daar hebt. Ik kan me voorstellen en volgens mij is het ook wel zo, de mutatieformulieren werden ook vaak teruggebeld. Van 'wat bedoel je hiermee' moet ik het zus doen moet ik het zo doen. Dat zijn dingen die daar automatisch gaan van 'hé let op, dat kan niet, want dan moet je daar en daar aan denken'. Ik vind het prettiger werken." (supervisor)

"Het eerste stukje, het ligt eraan of je er normaal doorheen kan lopen. Kost me iets meer tijd, eerder had ik 5 minuten gezegd volgens mij voor een mutatie. Nou ja, maak er 10 minuten van. Bijvoorbeeld hè, stel ik doe zo'n wijziging voor iemand die start met een opleiding. Dan moet ik invoeren welke tijd, vanaf wanneer, welke functie. En dan heb je een heel groot uitklapscherm met alle functies van het ziekenhuis onder elkaar! Voordat je dan de juiste hebt gevonden. Terwijl eerder schreef ik gewoon 'verpleegkundige in opleiding' op, snap je? Nou ja goed, je kan wel met zo'n blokje schuiven, maar je moet wel de functienaam opzoeken. Je kan niet de eerste letter nee. Ten minste ik dacht niet dat die dat deed. Nou ja, dat is maar even een voorbeeldje en zo moet je meerdere stapjes natuurlijk doen. Je moet gewoon meer invullen, toch wel." (supervisor)

"Minder tijd, je hoeft alleen maar te klikken. Ja, want uiteindelijk, heb je nu gewoon mondeling heb je het al met de medewerker erover gehad. Dus die weet wat die wil." (supervisor)

"Nou nu, nou nog een minuutje ofzo, heel snel. Ik weet gewoon hoe het werkt. Ik weet gewoon wat je wilt starten enzo. In het begin was het even lastig, maar nu is het gewoon, ja het gaat heel snel. Het kost me niet veel tijd, het is gewoon een kwestie van eventjes je wachtwoord invoeren, het systeem opstarten. En dan is het huppaté, één minuut. Ik weet wat ik wil." (supervisor)

"Ja, hij komt in ieder geval sowieso drie keer dacht ik voorbij. Je voert hem in, dan komt hij terug. Dan krijgt de medewerker een mail die moet die bevestigen. Dan stuur ik hem weer door en uiteindelijk krijg ik hem nog een keer terug, want dan moet ik de medewerker informeren dat hij uitgevoerd is c.q. dat ze bericht krijgen. [..] Terug naar jouw vraag, praktisch betekent het natuurlijk dat het zeg maar, dat ik er wel wat meer tijd in stop dan voorheen. Want voorheen was het weet ik veel 5 minuten dat formuliertje invullen en eigenlijk als er niks fout was, had ik er geen omkijken meer naar. En nu digitaal invullen kan soms misschien iets sneller, maar verhoudingsgewijs zit daar niet zoveel tijd in, omdat je wel inderdaad daarna nog twee keer moet, kost het relatief iets meer tijd." (supervisor)

Talk with employee/ Receive approval of employee

The talk with the employee is also part of the mutation process. In this talk the employee and supervisor discuss the wishes of the employee (or supervisor) and make ideas for the mutation.

De tijd dat je met een medewerker over een bepaalde mutatie praat, is die ook hetzelfde gebleven?
"Ja, denk het wel. Het ligt er wel aan hoe lastig de mutatie is en wie zijn belang erbij is natuurlijk hè. Contractje aanpassen dat doe je meestal bij een functioneringsgesprek. Zo van 'volgend jaar, we gaan het regelen, wil je iets minder of meer werken?' Dus nee, dat is verder wel hetzelfde." (supervisor)

" De tijd is niet veranderd. [..] Ik denk nu, omdat de archivering op papier meer tijd vraagt dan digitaal, zit daar je winst in. Je hebt gewoon. Nu is het zo, omdat je het allemaal digitaal doet en het ook vervolgens digitaal opslaat, hoef je ook niks meer met een brief wat je in een map moet stoppen, een brief die je moet bewaren om ergens in terug te kijken. Die groene briefjes zijn er allemaal niet meer. In dat stuk win je tijd. In het gesprek met de medewerker win je geen tijd, in het invullen van het formulier win je geen tijd. Je wint wel tijd in de afhandeling, daar win je vooral tijd!" (supervisor)

Although almost all supervisors mention that they need a little bit more time to explain to employees how to reply to the e-mail.

"Wat ik nu doe, vandaar dat het me ook nu nog wel wat meer tijd kost. Bijvoorbeeld gister heb ik met iemand nog een mutatie ingevuld, dan vertel ik er gelijk erachteraan hoe het proces loopt. Dat kost me dan wel vijf minuten of misschien tien minuten extra." (supervisor)

"Constant moet je mensen weer bellen 'heb je mail gehad'. 'Oh ja ja, wat moet ik ermee?' 'Nou, die moet je terugsturen'. Maargoed, we krijgen nu meestal als ik dus een mutatie ga doen. 'Oké, je krijgt een mail, je moet hem naar mij terugsturen, dan stuur ik hem door, dan wordt die pas actief'." (supervisor)

"En dan soms zie ik van 'he de medewerker heeft nog niet gereageerd'. Als ik dan iemand bijvoorbeeld zie overdag, die moet nog reageren dan roep ik nog wel even 'goh als jij wilt dat die mutatie veranderd wordt, moet je even in je mail kijken'. Ik zeg het ook altijd wel tegen die mensen. Als ik het veranderd ik zeg 'nu krijg je zo'n mail of je akkoord bent en daar moet je op reageren'." (supervisor)

<u>Check the mutation for errors and do suggestions for improvements</u>

This is a task which is executed by the P&O employees. They check the mutations for possible errors.

"De meeste mutaties ben je met een paar minuutjes mee klaar. Een enkele keer dat er iets ontbreekt, dan doe ik hem weer terug naar de leidinggevende. Dat het aantal dagen niet klopt met de uren. Iemand die werkt 24 uur, dan heeft hij 2 dagen ingevuld, dat kan natuurlijk nooit met 2 dagen. Doe ik hem even met een opmerking retour. Dan krijg ik hem daarna wel weer terug en is het aangepast." (P&O employee)

"Ik denk dat dat niet verschilt. [..] het is eigenlijk een beetje hetzelfde. Wat je doet, aan de voorkant controleer je of je controleert nu zeg maar in het systeem, in de portal controleer je, maar je pakt even zo goed het dossier erbij en dat deed je ook op papier met de mutatie. Naar mijn beleving…"(P&O employee)

"Het kost nu misschien wel even iets meer tijd, omdat je ze ook wat meer moet ondersteunen in nog in het werken met het nieuwe programma, maar dat zal op een gegeven moment afnemen waarschijnlijk dan. Ja precies, of dat moet je of dat kun je wel of niet op deze manier doen. Dat soort dingen komt er nu nog bij. Wij zijn in eerste instantie aanspreekpunt voor vragen rond e-HRM." (P&O employee)

"Hoeveel tijd ik daar voor nodig heb. Ja, het is een beetje moeilijk te zeggen."
Maar de tijdsduur van de controle op juistheid van de mutatie is eigenlijk een beetje hetzelfde gebleven?
"Ja, die is ongeveer hetzelfde, ja." (P&O employee)

<u>Creation of the letter</u>

Also relevant in the mutation process is the letter that has to be send to the employee as a final confirmation on their mutation.

Aanvullend werk aan de brief dat kan niet meer. Maar de tijd die je nodig hebt om de brief te maken, is neem ik aan ook een druk op de knop?
"Nee [kan geen aanvullend werk meer]. Ja, je kunt niet anders meer."

Hoeveel tijd heb je nodig om de brief te maken? Zoals ik het begrepen heb komt hij automatisch uit het systeem, dat is pas sinds kort?
"Dat is sinds vorige week, ja. Ja [al mee gewerkt]. Ik heb toevallig eentje [..] Die brief komt er dan zo uit, alleen naja, de ondertekening is nog niet compleet. Daar zijn ze mee bezig, bij applicatiebeheer met de leverancier." (P&O employee)

"Kwestie van uitprinten en nou ja." (P&O employee)

"Nee, dan moet je zelf gewoon echt een brief gaan opstellen. Je kunt altijd een Word-document gaan maken natuurlijk. Maar binnen het portaal aangeleverde brieven daar kan je in principe niet vermaken." (P&O employees)

"Je zit heel vroeg bij mij aan tafel. Ik heb nog maar één brief weggetekend. Die was oké, maar dat was ook een simpele mutatie. Die was oké. Ja maar, als je zegt van de brieven, zoals ze nu via de portal worden gegeneerd, die heb ik in de pilot niet gehad. Er zijn geen officiële brieven via de portal gegenereerd. Die brieven werden via officelink nog gemaakt. Nu is de echte eerste portal brief eruit gekomen en die heb ik eind vorige week weggetekend." (P&O advisor)

"Nou in ons geval nu minder dus, omdat bij ons de papieren altijd eerst naar de personeelsadviseur gingen en toen naar [zorggroep manager]. Die slag ben je nu kwijt. En verder, na die tijd is dus eigenlijk hetzelfde, want de brief wordt geparafeerd door de adviseur en getekend of door [zorggroep manager] of anders door de senior adviseur. Dus dat blijft wel hetzelfde." (P&O employee)

"Ja, die krijg ik via post, krijg ik ze voorgelegd door de medeweker P&O. [..] en die draait de definitieve brieven uit en die teken ik weg. Het is precies hetzelfde, het is niet veranderd." (P&O advisor)

En de tijdsbesteding om de bevestigingsbrief naar de medewerker toe te verzenden? Is dat gelijk gebleven?
"Ja, want je moet hem ook uitprinten. Ja en laten tekenen." (P&O employee)

<u>Waiting times</u>

Also waiting times could play a role in the perceived time investment on the mutation process.

"Dat akkoord [van de medewerker] dat is nu. Duurt wel langer, maar er zit nog niemand van P&O tussen [in oude situatie]. Dus iemand kan dan best een akkoord geven, maar dat er dan toch nog een addertje onder het gras zat, bijvoorbeeld, waar je niet aan gedacht had. En dan moest je weer terug naar die medewerker en dan zeg je van 'het klopt toch niet'. Het is nu eerder [situatie met HR portal], het is nu vooraf gecheckt." (supervisor)

"Niet van de P&O. Wel van de medewerker, die gewoon thuis was. En toen heb ik gezegd van 'ik moet nog een akkoord van je hebben, anders kan ik hem niet indienen'. Dus toen heb ik telefonisch contact gehad met degene om erachter aan te bellen van 'ik heb nog wel een akkoord van je nodig'. Dus dat euh. En verder niet, P&O heb ik niet op hoeven te wachten. Of dat veel verschilt [met oude situatie] ja, dat weet ik niet, volgens mij. Volgens mij zit daar niet zo heel veel verschil in. Ik bedoel ja, als ik het mutatieformulier had ingeleverd dan werd het ook geregeld en als ik niets hoorde werd het gewoon geregeld. En als P&O bedacht van 'hé dat klopt niet'.Dan belden ze op, zeggen ze 'hé [naam persoon], dat klopt niet, dat en dat'. En dan zei ik 'verander het maar, dat klopt' of ik moest een nieuw formulier schrijven. Dit communiceert natuurlijk sneller." (supervisor)

"Nou op zich ik vind de afhandeling van de P&O medewerker over het algemeen snel. Ik bedoel dat wordt meestal de dag erna, als degene er is, verwerkt. Maargoed de wachttijd die je hebt voordat de medewerker zijn mutatie heeft gezien in zijn mail en daar op terug reageert. Ja, daar kan maar zo een week overheen gaan. Op het moment dat ik zeg maar zo'n mutatie met iemand doorspreek, voordat ik hem dan digitaal invoer. Dan zeg ik wel van 'je krijgt de opmaak van de mutatie in jouw eigen mail, die moet je even naar mij toe accorderen, dus check je mail eventjes in de aankomende dagen'. Maar ja goed, er zijn dus ook mensen die parttime werken, kan natuurlijk zo maar zijn dat iemand er drie, vier, vijf dagen niet is ofzo. Weet je wel en dan blijft dus al die tijd die mutatie dus gewoon hangen. En dat was natuurlijk eerder niet zo. Iemand zette zijn handtekening erop en het ging naar P&O. Dus ik denk

dat het uiteindelijke euh. Ik vraag me af zeg maar [..] Hoe die hele doorlooptijd, hoelang die doorlooptijd is. In mijn beleving is die alleen maar langer geworden. Met name door die stap ook [medewerker akkoord via e-mail]. Dat telt dan als digitale handtekening." (supervisor)

"Ja, dat wisselt heel erg. Dat heeft deels soms te maken met P&O, maar deels soms ook gewoon met de medewerker. We hebben wel gecommuniceerd, er is ook gecommuniceerd met medewerkers. Maar je merkt, of tenminste ik merk nog heel vaak dat men toch nog niet en men is gewoon mijn medewerkers, nog lang nog niet altijd op de hoogte zijn van hoe het dan precies werkt. [..] En dan is de doorlooptijd door de bank genomen, nou ja los van het probleemgeval wat ik net al een keer schetste. Maar door de bank genomen, ja beetje afhankelijk van de medewerker ook, eigenlijk binnen een week is die eigenlijk normaal gesproken voor de tweede keer kan ik hem door doen en dan is het ook in gang gezet." (supervisor)

"Ja, maar het is een e-mail alleen van, je hoeft alleen te typen van 'ja van ganse harte' zeg maar en terug te sturen. Dus op zich is dat dan niet zo moeilijk. Maar ja, sommige die denken van ja, vooral bij een mutatie waarbij het contract ***iets*** *aangepast wordt, dat ze dan denken van 'ohja ik moet het doen'. Want anders als het gewoon* ***echt*** *een mutatie is, van echt minder werken, dan is dat veel belangrijker. Naar mate het belang van de medewerker minder is, wordt het ook minder [reactiesnelheid op mail]. Maargoed, als mensen minder gaan werken dan sturen ze het terug. Maar in dit geval, [noemt de kleine wijziging in uren'], dus dat is niks. Dus die persoon zegt 'ja is goed, doe ik wel een keer'. Gister had ik wel een gesprek met haar, 'nee zal ik doen'. Oké, maar dan gebeurt er niks. Ik ben echt twee keer gebeld door administratie van 'je hebt nog wat openstaan al zes weken, nog steeds niet afgehandeld'.* (supervisor)

"Nou, ik denk dat dat in sommige gevallen wel langer kan gaan duren, want als je op een gegeven moment een vrije dag hebt of stel je wordt ziek. Dan blijft hij dus in die portal staan en ja voor één dag dan neemt niet direct iemand anders het over. [..] Ja, je bent. Om het heel snel af te handelen ben je afhankelijk van elkaar en mag daar eigenlijk niemand tussenuit vallen en moet je eigenlijk elk moment van de dag dat ding open hebben staan. [..] Ja, als je papier hebt, kan een andere collega. Iemand van de PA, die op een gegeven moment de mutaties doet, die is een dag ziek. Dan komt er een andere collega van de PA, die zegt van 'oh ze is een dag ziek, maar er ligt nog een stapel, neem ik ze wel even mee'. En die voert ze dan gelijk door." (P&O employee)

"Daar kan ik ook nog te weinig over zeggen. Nou weet je, meestal zijn we nu nog zo druk bezig met zo'n mutatie dat een leidinggevende ook meestal weer heel snel weer reageert, omdat je er ook maar één of twee hebt. Misschien als je een hele stapel hebt die allemaal nog aan het wachten zijn dat dat anders is. Maar dan kan ik nu eigenlijk nog geen behoorlijk antwoord op geven. [..] Nee, het enige wat ik gehoord heb dat is dat leidinggevende wel zeggen van 'oh nu moet ik er echt aan denken dat ik zelf even initiatief neem om die portal op te starten om te kijken', maar dat geldt voor ons ook. Normaal kijk je de post na en zie je dat er mutaties binnen zijn. En nu moet je gewoon eigenlijk je post nakijken in die portal zelf, dus eigenlijk is dat ja, een beetje vergelijkbaar vind ik. Alleen, het is even die discipline, je moet er even aan wennen." (P&O employee)

"Ja, en ik kan me ook voorstellen dat op een gegeven moment een leidinggevende. Ja, dat die er niet iedere dag aan denkt om in die portal te kijken. Het moet misschien nog wel automatisme worden, maar ja. Ik bedoel, op een afdeling is het vaak zo hectisch en ook leidinggevenden bij ons die staan vaak ook nog aan bed in noodsituaties. Als de mensen ziek worden, ja dan staan ze zelf ook aan bed. En dan is dat op dat moment even belangrijker als een digitale mutatie. Dus dan wordt daar die dag even niet naar gekeken. [..] Dus ik denk ook dat ze inderdaad de mutaties toch wel een beetje opsparen tot een bepaalde euh. En je bent nu afhankelijk van het akkoord van de medewerker, is die met vakantie, ja dan ja, bij ons kan iemand anders het overnemen, maar is een medewerker net 3 weken met vakantie, dan blijft de akkoordbevinding wel 3 weken liggen, want niemand anders kan voor hem bevestigen."
Hebben jullie dat ook gehad gedurende de pilot, want dat viel in de vakantieperiode?
"Ja, nee, dat wordt dan. Hebben we dat zo getest? Nou ja, nee. Maar ik denk ook dat in zo'n pilot als dat op een gegeven moment van belang was, dat een leidinggevende zou zeggen van 'dan vullen we nog even een papieren in', want dan weet de leidinggevende ook van er zit te lange tijd tussen." (P&O employees)

“Soms gaat het heel snel, dan heb je hem dezelfde dag weer terug. Leidinggevende kan er ook weleens een dag niet zijn en dan wacht je wat langer. [..] Jawel, dan bel je wel, maar dan moet die wel digitaal weer verstuurd worden. Nu heb ik het mutatieformulier al ontvangen. En dan denk ik van ‘nou hij is niet goed’. Dan bel ik even met de leidinggevende of ik mail, kan ook. Dan vul ik zelf aan. Nu kan dat niet, nu moet je echt wachten tot er weer wat terugkomt. Ja, maar met de papieren mutatie kon ik het nog weleens veranderen op de mutatie. En nu moet de leidinggevende het zelf veranderen, dus dat is wel euh,dat kost weer tijd.” (P&O employee)

Estimation on average mutation

In the end people were asked to do an estimation on the average mutation.

“Voor mij om het te verwerken bedoel je? Als alles loopt zoals het moet lopen, een doorsnee mutatie. Ik heb geen idee. Misschien in een kwartiertje, denk ik. Met het controleren, het afdrukken, ja. Tot het moment dat die [brief] getekend moet worden. Een kwartiertje. Daarna moet ik hem op de bus doen. Gaat in het dossier een kopietje. Kijk als er geen rare dingen mee zijn, dan ben je snel klaar.”
Als er rare dingen mee zijn, dan kan het iets langer duren?
“Dan leg je hem even opzij, want dan moet je toch wachten op antwoord. Of iets uit gaan zoeken.” (P&O employee)

“Ja, even kijken want eigenlijk wil je gewoon weten wat is nu het tijdsverschil, denk ik waar je nu mee bezig bent. Ik ga nog even proberen of ik het kort kan samenvatten. Als je een mutatie op de oude manier doet, dan overleg je met degene en dan vervolgens schrijf je een mutatieformulier, je krijgt een handtekening en je stuurt het op. Als het goed gaat, je doet het in één keer goed, ben je klaar. Nu doe je hetzelfde, je overlegt met iemand, je toetst het in, je dient het in. Dan heb je nog een paar stappen daarna die je moet onthouden, ongeveer twee keer. Dus in verhouding, de eerste aanvraag gaat heel snel, en de tweede en derde ook. Alleen het is versnipperd, je bent vaker op een moment daarmee bezig. Maar ik vind dat op zich geen probleem, vond het wel goed.” (supervisor)

“Ik vind wel, ik vind het omslachtig. Zeker als ik het dan afzet tegen terwijl het natuurlijk als doel heeft, zou je denken, dat het efficiency oplevert. Voor de leidinggevende is het wat omslachtiger geworden, want eerder vulde je gewoon een mutatie in en dat is in 5 minuten geregeld zeg maar hè, in nog 5 minuten bespreek je het met de kandidaten en that’s it. Terwijl nu, vul ik het in, dan gaat het naar P&O, krijg ik het weer terug, om hem te bevestigen. Moet je wachten op een digitale bevestiging van de medewerker en vervolgens kan die dan afgerond worden. Ja, nou, ja dat vind ik in die zin omslachtiger worden. Ik snap wel dat het zeg maar, nou ja. Het zal ook wel meespelen dat op het moment dat je het nog niet zo vaak gedaan hebt, dat je er steeds handiger in wordt, dat zal heus wel. Maar, ja.” (supervisor)

Hoelang duurt de verwerking van een gemiddelde, standaard mutatie?
“Het ligt er een beetje aan. Als niemand op vakantie is? Vaak als het personeel op vakantie is, duurt het ook weer 2 weken. Ik moet hem [P&O medewerker] ook opsturen, die is ook regelmatig wel even weg. Een week of 3, 4, denk volgens mij, een maandje wel. Voordat hij helemaal afgewerkt is of nog wel langer soms.”
En had dat te maken met de periode waarin de pilot plaatsvond of ervaar je dat nu nog zo?
“Nee, in het begin was het natuurlijk middenin de zomer. Wel een maand dat iedereen op vakantie is. Dan ben je van elkaar afhankelijk. Dus, naar mijn idee gaat het nu wel weer sneller. Alleen die medewerker heeft nu 2 of 3 weken die mail niet gestuurd, van ‘ohja dat moet ik nog doen’.” (supervisor)

In short the findings on Perceived time investment (cost reduction/ efficiency gains)

Insert mutation
Some supervisors react positively and mention that it goes 'super fast', but when confronted they admit that 'inserting' the mutation in the old situation also did not take a lot of time. The time gains are, according to their opinion, to be found in the fact that there are no 'other ways' to fill in a form, because the systems does not accept wrongly filled in forms and gives an automatic signal when this is the case. Other supervisors claim that it takes a 'little more time' due to the fact that it is automated and cannot 'quickly be written down', but instead for example a list has to be scrolled before finally finding a function name. Further the mutation comes back more often than in the past (see also some quotes mentioned in the 'estimation of an average mutation' section) according to supervisor up to three times, leading to an increased time investment spread over the different moments whereas in the past it was only one time.

Talk with employee/ receive approval of employee
The talk with the employee has taken the same amount of time and there are no changes in the time investment for the talk. Although some supervisors mention that they need a little bit of extra time to explain to them how to reply to the e-mail. In the past the 'approval of the employee' was connected to this talk (employees signed the paper mutation form in this talk). Now that is not the case anymore (also see the section of 'waiting times').

Check the mutation for errors and do suggestions for improvements
The opinion of the P&O employees is somewhat mixed. Some claim the time investment for checking the mutation to be the same. Others mention that it takes a little bit more time, but this is in connection towards the service and support they have to provide towards other (another question topic that is dealt with later in this document)

Creation of the letter
In the current situation at the time of the interview the creation of the letter was 'just a click on the button' and then the letter would be there. This letter could not be changed, because it was directly put into in a pdf-format. Taken strictly the creation of the letter takes just one minute, but when there is a specific situation which requires changes it takes more time, because then a whole new letter has to be typed into a Word-document.

Waiting times
Waiting times gave a lot of response in the interviews. Almost no complaints about the reaction time of the P&O employee, but already on basis of the pilot quite a lot of negative experiences with the waiting time for the e-mail that the employee has to send back. Apparently, especially when it is a 'minor' change to a labour contract or it is not at the highest interest of the employee then the reaction speed is much slower. The smaller the interest/ stake for the employee the slower the reaction speed or the higher the stake the quicker the reaction speed of the employee is.

Estimation on average mutation
The estimations on the average mutations remained quite vague, with vague time estimations. This could be connected to experience they had with the pilot (see also the number of mutations that were done in the remaining points section).

Perceived quality of service/ support

The perceived quality of service/ support was operationalized as ‘a measure of how well the service is delivered and if it matches with users wishes’.

<u>Who you can turn to when you need service/ support</u>
This question topic was relevant in order to see whether people knew who to approach when they experienced difficulty when working with the HR portal.

“Ik heb alleen één keer eigenlijk of twee keer een telefoontje gehad. Met de vraag van waarom er nog dingen openstonden een beetje. En verder een paar keer met [naam P&O medewerker]. Weinig gebruik van gemaakt, het liep allemaal wel.” (supervisor)

“Loopt via [naam P&O medewerker]. Ik heb met anderen geen contact. P&O is voor mij de zeg maar vraagbaken, waar ik al mijn vragen kan stellen. [Naam P&O medewerker] is gewoon zo van ja die vraagt gewoon, ‘oh ik ga wel uitzoeken hoe dat zit en dan hoor je nog’. Voor mij is dat stukje heel duidelijk.” (supervisor)

“Dus er is veel belverkeer geweest, samen met [naam] van de P&O. Van ‘goh hier loop ik nu tegenaan, weet jij het al?’, ‘nee’. Dan koppelde ik het met [de P&O medewerker] samen of rechtstreeks naar iemand van HRM toe, naar [functioneel applicatiebeheer]. Of we zeiden van nou we schrijven het even op, als er straks een evaluatiemoment komt nemen we dat even mee. Dus, eigenlijk wel wekelijks, of in ieder geval twee keer per week contact gehad. Ja, dat is best veel.” (supervisor)

“Ja in principe is dat in eerste instantie mijn P&O assistent, dat is [naam]. En over het algemeen kon die mij goed helpen of het waren gewoon in het pilot-traject gewoon nog dingen die nog niet goed uitgewerkt waren. Waarvan [naam] zei van ‘nou dat moet ik zelf even navragen’, maar dat deed [naam] dan voor mij. Het is niet zo dat ik met een mutatieprobleem maar de boer op moest om te kijken van ‘waar’. Ik heb één keer inderdaad, [e-HRM projectleider] over een situatie aan de telefoon gehad met een bugje in het systeem. Nou dat ging toen ook prima. Toen zei [naam P&O medewerker] van ‘nou bel hem anders zelf even dan kun je het snel uitleggen’. Ja dat ging toen prima. Ik weet het niet meer zo wat dat was, dat was echt helemaal in de eerste week toen.” (supervisor)

“Ja. Dat was [naam P&O medewerker] in eerste instantie voor onze zorggroep. [..] Dat is het aanspreekpunt. Als ik problemen heb, neem ik ook contact met hun op. [..] Ja, dat ging goed. Nou moet ik zeggen. Ik heb niet zo heel veel problemen gehad.” (supervisor)

“Ja, ja, ja. Dan ga ik of naar [functioneel applicatiebeheer]. Die lijnen zijn helder, maar daar moest je sowieso al heen met toegangscodes en dat soort dingen. [..] Nou ik moet zeggen, ik heb nog niet veel een beroep op hun hoeven doen. Dus ik kan daar nog geen mededelingen over doen.” (PA employee)

“Even kijken. Ja bij [namen van functioneel applicatie beheer medewerker], die bel ik weleens op van ‘dit en dat’. Het is nog niet voorgekomen hoor, maar bij [naam van functioneel applicatie beheer medewerker] kan ik. [..] Maar verder, we hebben er nog niet heel veel mee te maken gehad.” (PA employee)

“Dat is [naam functioneel applicatie medewerker], als ik vragen heb, ga ik naar [die persoon] toe.” (P&O employee)

“Jawel, naar applicatie beheer [noemt namen]. Nog niet heel veel mee te maken gehad. Over het algemeen gaat dat eigenlijk prima. Alleen je merkt gewoon dat zij tijdens de pilot ook gewoon heel veel te doen gehad hebben natuurlijk. En ook nog aan het inwerken waren, dus ik verwacht dat dat nu gewoon prima gaat lopen. [..] Ja, tijdens de pilot gebruik van gemaakt en tijdens de pilot had ik wel snel iets terug.” (P&O employee)

“Nou, in eerste instantie kijk ik met [naam P&O medewerker] hè, gewoon samen.” (P&O advisor)

"Ja, dat is ingeregeld. De eerste waar ik naartoe moet, dat is de medewerker P&O. Die moet dan mijn probleem opnemen, kijken van 'kan ik als medewerker P&O dit oplossen of niet', kan die dat niet oplossen als medewerker P&O, dan moet de medewerker P&O het verder leggen bij functioneel applicatiebeheer. Als die dat niet kan oplossen, dan moet het naar HRsoft, die moet dan ingeschakeld worden." (P&O advisor)

<u>Opinion about the service you can provide towards others</u>

The opinion of the service people can provide towards others is also relevant, because the HR portal contains different users who all offer some service towards the other users.

"Dat moet nog wel duidelijk groeien. Ik ben nog niet zo vertrouwd met dat systeem dat ik zo 1,2,3 de oplossing kan roepen over het algemeen. Daar moet ik nog routine in krijgen. Maar dat is gewoon het verhaal, het technische verhaal zeg maar. Maar over de mutaties inhoudelijk dat verandert in principe niet, dus daar, zit niet zoveel verschil in." (P&O employee)

"Nee, zoals ze als ze eerst belden over vragen of om mee te denken, doe je dat nu ook." (P&O employee)

"Weet ik niet, want die leidinggevenden zijn nog niet met vragen naar mij toegegaan. Er was er eentje, maar die zat in de pilot, die kwam wel naar mij toe, maar die heb ik doorgestuurd naar applicatiebeheer, omdat ik daar ook niet uitkwam. Ja, je bent nu veel meer het aanspreekpunt." (P&O employee)

"Op zich wel goed. Maar als ik, zoals gister met dat wachtwoord van een leidinggevende. Dan weet ik daar op dat moment ook geen antwoord op. En dan moet ik daar toch weer, [naam van functioneel applicatie beheer medewerker] heb ik toen gebeld, die kreeg ik toen telefonisch niet te pakken, moet ik een mailtje sturen. Dat startte bij de leidinggevende. Dus ja, dan heb je zoiets van 'nou jongens, dat duurt gewoon te lang'." (P&O employee)

"Moet zeggen, tot op heden, want ook daarin is natuurlijk de vraag gesteld of ik als vraagbaken wilde dienen, nou dat wou ik. Tot op heden heb ik nog geen vragen gehad [van collega leidinggevenden die vanaf 1 november met de HR portaal gingen werken]. Of er zijn geen mutaties of het loopt hartstikke goed. Dat weet ik niet." (supervisor)

<u>Promises related to service</u>

This had to do with the fact if promises or expectations related to the service were met. Some interviewees mentioned the availability of the persons they had to reach when they needed help. Others gave examples whether the service was free of errors.

"Tijdens de pilotperiode heb ik wel een paar keer gehad dat ik zei van 'hé hoe moet dit?' En dan werd er gezegd van 'nou zus en zo' en dan probeerde ik het uit en dan lukte het gewoon helemaal niet. Dan had ik zoiets van 'hoe werkt het dan wel?' [..] Ja, of dat je op een gegeven moment misschien op een verkeerde manier duidelijk had gemaakt wat er aan mankeerde, maar het was in ieder geval niet dat je daar direct mee uit de voeten kon." (P&O employee)

"Ik heb wel tijdens de pilot wel gemerkt dat, dan waren er drie medewerkers [bij functioneel applicatiebeheer]. Nou [naam medewerker functioneel applicatiebeheer] werd al vrij snel ziek, dus die viel al uit. Toen bleven er nog twee over. Ja, wel een paar keer gehad dat je dan met problemen zit en dan is er gewoon niemand meer bereikbaar. Dus we hebben ook gezegd van 'hoe gaat dat na 1 november?'. "
Want dan komt er een nog grotere groep die gaat bellen?
"Ja precies. Dus dan is dat gewoon een vereiste dat er in ieder geval altijd iemand aanspreekbaar is. En ik moet zeggen, tot nu toe, heb ik altijd wel [functioneel applicatiebeheer] te pakken kunnen krijgen. Ja, kijk [naam medewerker] die is nu met vakantie, maar veronderstel dat [naam andere medewerker functioneel applicatiebeheer] ziek wordt. Ja, wij hebben ook gezegd van 'wie is er dan?' Nee, nou dat zou ondervangen worden. Er is ons gegarandeerd dat er altijd iemand is voor problemen. Maar tijd zal dat uitwijzen. Dan moet je vaker iemand bellen [na 1 november]. Wat ik net zeg, nu heb ik [functioneel applicatiebeheer] altijd nog te pakken kunnen krijgen en maar ja goed ja, ik hoop dat het zo blijft. Kijk straks is [andere medewerker applicatiebeheer] weer terug van vakantie dus dan zitten ze weer met

z'n tweeën. Maar ja, goed ja. Volgend jaar met de vakantieperiode, is er één op vakantie en de ander wordt ziek, dan heb je met een probleem."
Krappe bezetting dus eigenlijk voor iets wat eigenlijk de support levert voor de hele Isala die met de HR portaal aan het werk is.
"Ja. Ja, en dan vind ik eigenlijk twee mensen wel héél weinig."
Maargoed, tijdens de pilot heb je daar geen last van gehad, omdat de pilotgroepen natuurlijk veel kleiner waren?
"Nou wel last van gehad! Omdat ik dus tot twee keer toe niemand kon bereiken. Toen heb ik inderdaad tot twee keer toe gehad van dat ik en [naam] en [naam] niet te pakken kon krijgen en [naam] ziek was. Dat ik echt [projectleider e-HRM] moest bellen. Die heb ik ook één keer niet te pakken kunnen krijgen en de andere keer wel." (P&O employee)

"Nou, laat ik zo zeggen. Ik heb niet het idee dat ik ze niet kan bereiken. Er zal best eens een keer eens een dag zijn dat ze niet te bereiken zijn. Maar ja, zolang het niet meerdere dagen achter elkaar zijn. Tuurlijk iedereen heeft weleens een dag vrij of een middag in vergadering. Ik weet niet of je voor dat soort gevallen moet zorgen dat er veel meer mensen opzitten. Je kunt je natuurlijk afvragen of twee mensen voldoende is voor het hele ziekenhuis. Hé stel dat er een ziek wordt en de ander is toevallig op vakantie. Er zit er één zit er vier weken in Australië en de ander die wordt ziek, dan heb je dus een probleem. Wat dat betreft is die basis natuurlijk redelijk smal." (employee PSA department)

Also a lot of interviewees mentioned the way their feedback on the HR portal was handled. As they were part of the pilot group, they had certain expectations about this and saw this related to the service/support that was offered towards them.

"Je zegt het op zich wel goed 'gehoord'. Ik denk wel dat we gehoord zijn en daar hebben we zelf denk ik ook wel voor gezorgd. En ook de anderen hoor, in de pilotgroep. Maar of er echt iets mee gebeurde, we werden er een beetje septisch in en dat vind ik jammer. En dan denk ik van 'hoe kan dat nou' [..] Nee, geen goede terugkoppeling over van wat wel of niet haalbaar is. Binnen welke kaders we wel of geen speelruimte hadden. Waar we überhaupt nog wel over mee konden denken en beslissen. Of dat we sommige dingen moesten accepteren dat het zo was hè. Daar helderheid ook gelijk in, dat neemt een stuk frustratie weg van dat je denkt dat je nog ergens wat over kan zeggen, terwijl dat helemaal niet is. Of dat de financiële kaders toch zo beperkt. Beperkt, dat doe ik tussen aanhalingstekens want die zullen best wel er zijn hoor. Dat heeft ook alles te maken met die communicatie hè. Wie heeft welke speelruimte, welke verantwoordelijkheid. Waarover kunnen we nog wel of niet nadenken. (P&O advisor)

Je vertelde net al dat je de P&O medewerker benadert als je ergens tegenaan loopt en dat deze dan, al dan niet samen met jou, functioneel applicatiebeheer benaderd. Wat vind je van de ondersteuning?
"Tot nu toe heeft dat nog geen problemen opgeleverd. Als ik dat telefoonnummer bel, ze zijn er weleens niet, maar ze geven ook weleens les, we zijn er nog altijd wel uitgekomen. En je moet ook een beetje leren dat soms problemen niet altijd a la minute opgelost kunnen worden. Dan kun je het ook over de mail doen en dan denk ik ook weleens van. Ik kan me voorstellen dat zij soms ook met andere dingen bezig zijn. Het moet ook wel een beetje praktisch blijven. Sommige hebben zoiets van 'dat nummer moet altijd beschikbaar zijn en iemand moet er altijd zitten'. Ik snap ook wel dat iemand ook weleens een vrije dag heeft. Nou ja, dan duurt het maar een dag later, de volgende dag nog maar eens weer." (supervisor)

"Nou als het zeg maar systeemtechnisch is, dan zou ik inderdaad gewoon [naam functioneel applicatie beheerd] benaderen of dat clubje in ieder geval. Zo van 'jongens, dat en dat probleem lopen wij tegenaan'. Maar als het dan inderdaad invoertechnisch of uitvoertechnisch in ieder geval dat er iets niet kwijt kan." (employee PSA department)

"Ja, die vind ik prima. We worden netjes op de hoogte gehouden van de wijzigingen. Dat vind ik wel netjes." (P&O employee)

Weet je ook op welke termijn de dingen opgelost worden?
"Ja, euh. Sommige dingen die zouden met spoed opgepakt worden. En andere dingen [..] dat heeft niet direct prioriteit."
Weet je dan ook voor niet-prioriteit hoeveel maanden dat inhoudt?
"Nee, we hebben niks geen termijnen gehoord."

Ook niet voor degenen die wel direct prioriteit hebben?
"Nee, nee. Ik vind de communicatie gewoon hierin heel slecht. En dat vind ik ook gewoon gedurende de hele pilot-periode, gewoon ronduit slecht."
Heb je andere projecten waarmee je onbewust vergelijkt, wat is jouw referentiepunt?
"Nou nee, niet met andere projecten. Maar wel van, dit is zo'n groot project en als pilotgroep moet die communicatie gewoon heel goed zijn. Jij moet het ook weer vertalen naar de medewerkers, naar de leidinggevenden, naar de adviseurs. Ja, dan moet de communicatie, moet gewoon goed zijn. Als jij op een gegeven moment in het begin in die pilot fouten aangeeft, dan maak je die kenbaar, maar eigenlijk hoor je daar gewoon helemaal niks meer op. Niet dat ze herstelt zijn, niet dat eraan gewerkt wordt en als eraan gewerkt wordt hoe lange termijn eroverheen gaat. Dat zijn dingen dat, ja ik vind dat dat niet kan. We moesten dat allemaal via een overzicht en een vragenlijst opsturen. En dat heb ik toen ook gedaan en dan stuur je dat op en dan ja, krijg je er niks op terug."
Dus, op dat moment wist jij ook niet zeker van: zit het in de molen en wordt het meegenomen?
"Nee precies, wordt er wat mee gedaan? En ja, dus ik heb dat niet echt als motiverend ervaren. Ik denk van nou, daar ga je, daar stap je echt helemaal in en die communicatieslag is echt heel kort. Jongens, daar gaan we allemaal voor. Nee, het demotiveert echt. Zo heb ik het tenminste wel ervaren."
Dus jij vond de pilot voor jou persoonlijk wat demotiverend werken?
"Ja en dat heb ik ook aangegeven ook hoor richting [projectleider e-HRM]. En die heeft ook aangegeven van 'ja daar zijn we inderdaad in de te kort gekomen'. Maargoed, ook nu zeg ik van, nu wordt er ook nog niks mee gedaan. Want als je nu vragen stelt, dan krijg je er ook nog er ook nog geen antwoord op. Als we nu zeggen van 'hoelang gaat eroverheen?'. 'Ja het ligt bij HRsoft, weten niet'. Nee, daar kun je nog niks mee." (P&O employee)

"Nee, ik heb geen klagen. Nee, ik heb zoiets van ja, we zitten nog eventjes in de fase dat het nog niet helemaal lekker loopt, maar moeten we ook een beetje begrip voor hebben. Dus, het komt wel. Ja, kijk ze zijn met die wijzigingen wel bezig en het kan niet van de één op de andere dag gelijk goed zijn, maar je weet dat eraan gewerkt wordt." (P&O employee)

Some of the interviewees mentioned their perceptions on the meetings and trainings that were offered towards them when talking about the perceived quality of service and support. These interviewees perceived the training possibilities also as part of the service and support that was offered to them in relation to the HR portal. The trainings were offered to the users of the system in order to learn how the system worked and how to use it. Interviewees expressed the differences between the expected and actual training.

"Ik vind de, laat ik het zo zeggen, de trainingen en het trainingsaanbod gedurende de pilot is goed." (P&O advisor)

"Nou, we hebben een aantal overleggen gehad. We hebben een aantal bijeenkomsten gehad. Volgens mij waren die zinvol en op zich wel goed georganiseerd. De trainingen die gaven wel wat. Één waren ze op korte termijn, waardoor je wat agendadruk had. Twee het liep natuurlijk niet helemaal lekker, zeker de eerste keer niet. Toen bleef hij hangen van P&O terug naar leidinggevende. Ergens bleef hij steken, maargoed dat is meer een technisch mankement. Volgens mij is het enige punt. Wel een punt van aandacht zal voor mij zijn. Als je kijkt naar, waar we het net ook al even over hadden, met zo'n trainingsdag. Kijk, de gedachte was natuurlijk 'we gaan alles oefenen met bestaande mutaties in een testomgeving', maar de praktijk was dat we lang niet van alle mutaties een voorbeeld hadden." (supervisor)

"Nou ja, ik had natuurlijk de pilot al meegedraaid, dus ik had al een beetje achtergrondinformatie. Maar ik denk als ik daar als leek had gezeten, dat ik het wel moeilijk vond. En ook dat het ook gelijk voor de leidinggevende was, vond ik wel verwarrend. Hadden ze beter apart kunnen doen." (P&O employee)

"Dat klopt, ik heb er begrip voor. Maar wil je je pilot uiteindelijk goed kunnen doen, moet je wel voldoende getraind zijn. Nu, ik wil niet zeggen dat we niet voldoende, dat is het hele andere uiterste, maar zeg maar gemiddeld. Je had daarin had je inderdaad zeg maar ruim voldoende moeten hebben. Om in getallen te hebben, had je daar minimaal een 7 voor moeten hebben voor die training en nu hadden we een vijfje, 5,5. We konden ermee werken." (supervisor)

"Ja, en ja dat is ook wel iets dat vond ik op zich wel jammer. Dat heb ik destijds wel aangegeven van 'jongens we zitten hier met een man of 15 op die PSA. Je gaat nu iedereen indelen voor een bepaalde training, maar dat is een training van leidinggevende tot en met nou ja tot en met de PSA. Wil je nou die mensen van de PSA duidelijk maken wat het voor hun nou te betekenen is, maak een aparte training voor alleen PSA mensen', maar ja dat werd niet gehonoreerd, dat was niet nodig. Ja, dus wat was de reactie van de mensen die terugkwamen van die training. 'Ja nou ja, ik zit 80% van de morgen zit ik te wachten, want dan is hij bij de leidinggevende of bij P&O'er en uiteindelijk krijg ik een keer te zien dat hij bij mij staat.'." (employee PSA department)

"Maar ik vond wel van de vragen die wij stelden 'hoe gaat dat dan?' en 'hoe gaat dat dan?.' 'Ja daar wordt nog aan gewerkt'. Dat is nog zo belangrijk!" (PA employee)

"Dat we er toen waren en toen waren er wat van het bedrijfsbureau. [Naam P&O medewerker] was er en wat van de afdeling. Nou de mutatie vanaf het begin het hoofd die doet het dan naar het bedrijfsbureau. Nou en voordat hij dan 'bij mij was'. Ik heb eigenlijk niks kunnen doen. Dus dat was het enigste." (SA employee)

"Ja, ik heb die training gedaan laatst. Toen kreeg ik de rol van SA medewerker. Nee, dat geeft niet. Toen zat ik naast twee leidinggevenden, dus die moesten zeg maar mutaties voor mensen opvoeren en die kwam dan weer terecht bij iemand die de rol van bedrijfsbureau had, P&O hè. En van daaruit kreeg ik hem daar als SA medewerker in beeld en dan kon ik hem een verwerkingsdatum meegegeven." (PA employee)

"Ik moet zeggen dat ik het niet echt als een training ervaren heb. De eerste keer dat we inderdaad die training zouden krijgen. Toen zaten we daar ook. Toen we hadden eigenlijk alle drie van 'hmm zitten we hier nou voor een training, we zitten alleen maar te testen!'. [..] Toen werd er ook gezegd van 'ja nou ja, nee, ja, er moet nou gewoon getest worden, kijken wat we tegen komen'. Van een training heb ik dan heel wat anders euh. Dat was de eerste keer dat we de pilot hadden, in de pilot. [..] Ik moest eigenlijk testen. Nou, dan kom je verschillende dingen tegen. Misschien hebben hun dat dan gezien als trainen door er gewoon mee te werken. En dan kun je wel vragen stellen. Maar we hadden meer het idee van 'oh we zitten hier alleen maar als testgroep'." (P&O employee)

<u>Suggestions for improvement</u>

Some people had ideas for improvement of the service and support. Others were satisfied with the current possibilities.

"Ja, wat heb ik nou ook al weer aangegeven bij de afronding van de pilot. Wat heb ik toen aangegeven. Oh ja, dat er een linkje zou kunnen komen op het moment dat er voor mij een bericht in het HR portaal staat. Bijvoorbeeld hè, het is afgerond door [P&O medewerker] en ik moet de volgende stap doen, dat het voor de eerste keer terugkomt. Dat er dan een melding komt in mijn mail van 'hé er is een melding voor je in de HR portaal, daar moet je even naar kijken'. Dat heb ik ook genoemd hoor op die bijeenkomst. [..] Kijk, want anders moet je eigenlijk steeds zelf aan denken van 'hé ik moet nog een stap zetten'. Eigenlijk kijk je ook onnodig waarschijnlijk op sommige momenten van 'is er al wat of niet?'." (supervisor)

"Nou ja, niet direct, maar dat heeft natuurlijk ook te maken met, ik heb geen grote problemen gehad. Het lastige is, vind ik, had ik die gehad en was ik daar niet uitgekomen, had ik daar nu anders ingezeten. De dingetjes die er bij mij waren die konden uiteindelijk opgelost worden. Dus nee, niet dat ik denk van 'zus of zus'. Dat soort dingetjes heb ik zelf altijd heel sterk, dat moet je ervaren en dan weet je of kun je ook zeggen van 'oh nee, als we dat nou zus of zo hadden gedaan dan'." (supervisor)

"Nee, ik zou het niet weten" (P&O employee)

Some P&O employees mention in the context of the quality of service/ support that they would like to see some changes in the way that they have to provide the first line service towards supervisors.

"Ik denk wel dat er meer helpteksten nog kunnen worden toegevoegd in de portaal. Of binnen die tabelletjes die erachter zitten of wat meer toelichtingen over bepaalde regelingen en dergelijke. Zodat

leidinggevenden die gewoon al zelf vanuit de portaal kunnen halen, dat ze daarvoor niet per se nog hiernaartoe hoeven te bellen. De technische ondersteuning, ja, op zich had ik, wat mij betreft hoeft dat niet per se bij ons te liggen. Nu hebben ze natuurlijk één iemand of zeg maar één functie gezocht waar ze dat hebben neergelegd. Op zich vind ik het niet de meeste gelukkige keuze. Dat ze bij ons in kwestie als eerste aanspreekpunt zeg maar terecht moeten. [..] Of dat er ergens een site is ofzo waar mensen hun vragen kunnen stellen [..] Toevallig zitten wij er, zijn wij er al wel een paar maanden mee bezig, maar alle collega's die werken ook [1 november] er voor het eerst mee en die moeten dan ook al vragen beantwoorden van mensen die er net zo lang mee werken [leidinggevenden]. Dat lijkt me geen ideale situatie." (P&O employee)

"Wij hebben toch weer andere schermen als dat de leidinggevende heeft. Wij hebben, omdat we dus met die pilot ook testen hebben gedaan, hebben we iets meer inzage in wat de leidinggevende ziet [..] ik vind dat die rol niet bij ons hoeft, die rol hoort ook, vind ik zelf, meer bij applicatiebeheer." (P&O employee)

"Ik ben nu, dat gevoel heb ik, het aanspreekpunt voor de leidinggevenden. En dat was in de pilot niet. In de pilot had ik het gevoel dat ze meer teruggingen naar [naam van functioneel applicatie beheer medewerker], naar applicatie beheer, denk ik. Dat gevoel had ik dan hè. Dus en nu ook, omdat het per 1 november is gaan lopen, moesten wij, als medewerker P&O, aangeven dat mensen, alle leidinggevenden naar ons toe moesten komen. En in de pilot heb ik dat nooit zo ervaren. Of het is mij niet duidelijk verteld." (P&O employee)

"Ik zou op zich over een halfjaar nog wel gewoon echt een evaluatie willen. En misschien door de pilotgroep weer, omdat die er net ook even vanaf het begin af aan helemaal bij heeft gezeten. Jongens wat zijn nou toch nog dingen, nou 'wat is goed gegaan?' en 'wat niet?' en 'wat leren we daarvan?'." (P&O advisor)

Also when doing suggestions for improvement interviewees made the connection towards the training possibilities that were offered.

"Hij had twee keer zo'n heel mooi plaatje die kwam ik laatst nog ergens tegen [het stroomschema]. Nou dat weet ik niet meer. En die heeft die tot in den treuren behandeld, maar waarbij ik de tweede keer wel dacht 'ja ik vind het leuk dat je het me uitlegt. Eén ik heb het al gezien en twee voegt het voor mijn training niets toe'. [..] In de pilot ging het meer om de handelingenkant en niet om de proceskant. Die proceskant hadden ze, als het goed is, hadden ze die al eerder geanalyseerd en in het systeem ingebouwd. Dus ik ga er vanuit dat dat goed is. En dan is het goed dat je wat doorzicht krijgt, maar daar moesten we echt oefenen. Ik zal bijna zeggen, oefenen totdat we flauw werden. [..] dat je dan eigenlijk alle mogelijkheden die er waren ook gedaan had, in ieder geval een keer gezien had. Dat is eigenlijk het enige waarvan ik denk van 'dat zouden ze volgende keer beter, anders'." (supervisor)

"Ze hebben ook gewoon gewacht op wat voor mutaties komen er. Als ik iets ga testen, dan zouden we dus gewoon met een man of wat bij elkaar gaan zitten. Van nou 'wat voor situaties kunnen we bedenken'. Of trek een aantal dossiers uit het archief van 'wat is er voor gekomen in het verleden?'. Laten we die eens gaan kijken of dat er goed in komt." (employee PSA department)

"Wat ik nog zou wensen is dat er ook nu nog wat mogelijkheid voor bezemgroepen is. Want de leidinggevenden die niet zijn geweest of die inmiddels alweer nieuw binnenkomen. Die moeten nu nog getraind worden door ons. Kun je zeggen van, nou voorheen legde je het mutatieformulier ook zelf uit, klopt. Dus nou ja. Ik vind het een stukje dienstverlening als het nu echt om een geautomatiseerd systeem gaat. Dat daar af en toe bezemtrainingen voor zijn, net zoals voor andere beleidsmatige dingen. Met hoofdpunten. Want dat vind ik wel, bij een training, zet je ook. Een training pak ik systematisch aan. Dat is leerdoelen, je zorgt dat je papieren, dat je aftekenlijst, heb je alle items gehad? Heb je een toelichting gegeven op waarop de e-HRM een uitzondering op is? Waar heb je nog wel papieren mutaties voor nodig? Die structuur heb ik tijdens de, want ik ben nog wel expres bij één van die training geweest de afgelopen keer, vond ik vrij chaotisch, dat ik denk van 'nou'. Al die kleine lullige vraagjes en weetjes, die gaan allemaal nog wel komen, want dat voorzie je. Maar die komen dus in de zorggroep. Prima, misschien moet zich dat vanzelf oplossen. [..] Ik zou wel bezemgroepen willen met enige regelmaat. Gewoon een dagdeel, hoeft niet frequent te zijn, maar gewoon maandelijks voor nieuwe leidinggevenden, voor mensen die het willen opfrissen, omdat je dan op een uniforme manier iedereen hebt geïnstrueerd. Ook op papier dezelfde instructie meegeeft.

Dan heb je ook een soort kwaliteitsbewaking, denk ik, van hoe mensen daartoe opgeleid zijn. Want als [naam P&O medewerker] het op haar eigen manier gaat doen of ik ga tussendoor eens een lesje bij iemand achter de computer doen. Dat zou ik wel absoluut willen. [..] voor alle rollen. Dan kun je wel denken 'ja dat was bij het papieren mutatieformulier ook niet zo', dat is ook zo. Maar nu ga je echt met een geautomatiseerd systeem en het wordt nog verder uitgerold. Vind ik dat gewoon professionele dienstverlening naar leidinggevenden toe en ik als personeelsadviseur, als P&O medewerker wordt daar ook in ondersteunt. Dus ik zou dat gewoon wel heel erg prettig vinden. Dus ik zou gewoon maandelijks een bezemgroepje willen en dan gewoon een hele planning voor het hele jaar vooruit. En dan kan, als ik zie dat er een nieuwe leidinggevende of er komt een interim of mensen die opfrissen. Dan kun je dat doorplannen, dan kan je dat aanbieden. Ik zou dat stuk een kwaliteitsgarantie geven zeg maar of borging. En ik vind het ook ondersteuning van ons." (P&O advisor)

In short the findings on Perceived quality of service/ support

Who you can turn to when you need service/ support
All persons asked know who they can turn to when they need service/support. The supervisor first approaches the P&O employee and when it cannot be solved the supervisor or the P&O employee approach the functional application control for more support. Also the P&O advisor has to turn to the P&O employee for service/ support. The PSA department and the P&O employees turn directly to the functional application control when they have problems they cannot solve. The lines of service/ support appear to be very clear to everyone. No one experienced unclearness about to whom to go for service/ support with the HR portal.

Opinion about the service you can provide towards others
Apparently, this is an issue that still has to grow in time. Interviewees did not talk long about this. Some P&O employees stress that they think together with the supervisor and try to help the supervisor just as they did in the past.

Expectations/ promises related to service/ support
With regard to the promises (or perhaps expectations is a more suitable term) of service/ support, some interviewees mention the small amount of employees who are located at the functional application control position. Some people perceive two people as very little. They hope that it is enough to provide all the support needed after the 1st of November (date of organization wide implementation).

In a lot of cases interviewees mentioned the manner in which their feedback was handled. The feedback on remarks they had made was not clear about what is achievable and what is not achievable. It is unclear what happens with the remarks they have made and are in some cases unsure if all issues are being looked at. People do not know the exact periods of time in which issues are being solved. Some issues get a high priority others do not get instant priority, but it is unclear who judges what is urgent and what can be handled later. Others refer positively to e-mails they receive in which they are being informed about the changes to the system. This appears to be a rather recent thing.

The expectations for the trainings also have not been fully achieved. The first aspect was that it was on short notice. The trainings were perceived as ‘sufficient’, but unfortunately not much better than that. Some interviewees did not perceive it as a training and felt more like they were testing the HR portal. Other roles had to wait quite a long time before it was their turn (employees PSA department). When it was finally their turn, there was not much time left to get to know the system. Also the fact that there were no examples of all mutation possibilities (because people attending the trainings had to bring these mutation cases themselves) made that people did not get to know the system completely. They could work with it, but not much more. Further, critical questions asked in the trainings were not answered satisfactory.

Suggestions for improvement
Some supervisors would like to get a reminder in their outlook when there is a mutation for them in the HR portal. This would also save them time, because now they sometimes look when there is nothing to do for them in the HR portal. Some P&O employees don’t think it is the best solution to have them as the first service provider for the supervisor, especially with technical problems it would perhaps be a better idea if the supervisors could directly approach functional application control. P&O employees feel not capable enough to provide this service.

There are also quite some suggestions for the trainings. The process scheme in which the mutation process was depicted was not perceived as very useful, because it did not contribute that much to the learning of the individual tasks in the HR portal. Interviewees could appreciate the overview in the process that they got with help from this figure, but they felt that the focus of the training was too much on the process side and not on the action side. More actual practice of the different kinds of mutations and really getting to know the system during the training is perceived as important. In order to get enough types of mutations some suggest to just look at the personnel files and see what kind of mutations took place in the past and take examples from these files. There are also some interviewees who look more into the future and want to have the training knowledge more preserved. They want to guard the quality of the knowledge and therefore they suggest 'catch-up trainings' on a regular basis so that new employees, interim managers or people who want to refresh their knowledge can follow the training again. In order for this to work, according to their opinion, the structure of the trainings should be better, more systematic, less chaotic. With a structured check on learning goals and a clear explanation about for example where still a paper mutation form is needed.

Perceived quality of communication (via HR portal)

The perceived quality of communication (via HR portal) was operationalized as 'the experienced quality of the information flow(s)'. The difficulty with the subject of communication was that a lot of people also tended to add remarks about the communication in the project itself, while this communication construct was more focused on the HR portal. It has a few connection with other constructs, such as with the construct of time investment (waiting times and opinion on information transfer seem to have an overlap).

<u>Communication with other parties located in the process/ opinion on communication</u>
This question topic was intended to verify how people perceived the (new) communication with the HR portal. As this HR portal offer possibilities to communicate with other parties located within the process. For people who had not worked a lot with the HR portal these questions were more difficult to answer.

"Ja dat vind ik handig, maar geen, niet anders dan eerder hè. Dan kon je er ook wat bijschrijven qua bijzonderheden. Dus ja. Die zijn vaak ook met name gericht aan [naam P&O medewerker], aan de P&O assistent, die het in eerste instantie verwerkt. En dat loopt op zich prima." (supervisor)

"Dat lijntje met [naam P&O medewerker] is gewoon heel kort. Verder met de personeels- en salarisadministratie heb ik zelden contact, daar is ook geen aanleiding voor. Ook daarvoor in de gewone mutaties, oude situatie, had ik ook hetzelfde contact met [P&O medewerker], gaat gewoon allemaal via je eigen P&O assistent. Dat is ook prima." (supervisor)

"Heb ik één keer gehad geloof ik, één keer dat er iets, ja gewoon wat dingen veranderen. Maar voor de rest ja, weinig gebruik van gemaakt. Ik bel nog wel veel, dat lijntje is, dan kijkt zij gelijk. Ik ben ook wel van de korte klap, gelijk afhandelen. Bel wel bijna dagelijks met P&O. Ja, één keer is het teruggekomen met de opmerking dat ik het niet goed had. Nou dan stuur ik het terug. Neuh, dat is handig. Je moet er wel aan denken om het te openen, als je er paar dagen niet naar kijkt dan." (supervisor)

"Ja, je kunt inderdaad, je kunt. Er is een mutatie, of een toevoeging die meegenomen wordt in de uiteindelijke bevestigingsbrief. En er is een toelichting die niet meegenomen wordt in de uiteindelijke mutatiebrief. Hij zal er ongetwijfeld met een reden ingezet zijn. Ik vul daar weleens, ik vul daar soms wel iets anders in hoor, maar of dat nou perse altijd moet. Dan denk ik ja. Soms kan dat denk ik wel handig zijn soms heb je met een medewerker weleens iets besproken wat niet hoeft te worden meegenomen in de uiteindelijke bevestigingsbrief. Het is zo, soms vul ik er wat in, soms vul ik er niet wat in." (supervisor)

"Wat ik net zei, ik zit met vragen, dat had voorkomen kunnen worden als ze hadden gezegd van 'het was een tijdelijk iets naar vast'. Ik kijk in het dossier, 'ooh dat is zo gebeurd'. Eén zinnetje erop van verandering tijdelijk naar vast, klaar. De 'waarom' kan wat beter uitgelegd worden." (SA employee)

Hoe vond je de communicatie in de portaal zelf? De communicatiemogelijkheden die de portaal biedt?
"Ja, dat vind ik op zich wel goed. Ja, kijk het is op een gegeven moment ook nog wel, als het op een gegeven moment teveel wordt, nou dan bel je even. En ik denk dat dat ook gewoon verder nog uit moet wijzen of het inderdaad allemaal voldoende is. Nu kom je nog maar enkele dingen tegen. Ik denk dat je een langere periode nodig hebt en meer verschillende mutaties moet verwerken en hoe of dan inderdaad de communicatie onder elkaar is, om het op deze manier te doen." (P&O employee)

"Ja, minimaal. Voor zover ik nu de eerste drie gedaan heb. Ik ben nu met. Ja, je kunt eigenlijk maar weinig tekst kwijt. Je moet het typen en ik, de ervaring is nog steeds wel: 'ach, ik bel dan toch iets makkelijker om even uit te leggen waarom ik vind dat iets anders misschien zou moeten' of. Telefoon ja. Er wordt ook wel aangegeven hoor dat er eigenlijk alleen heel in het kort een paar woorden moeten zijn. Dat moet niet een verhaaltje zijn. En niet alles, dat is ook misschien wennen, maar niet alles kun je in een paar woorden doen en dan weet je niet of een leidinggevende jou gelijk begrijpt daarin." (P&O employee)

"Het ligt er een beetje aan wat er precies aan de hand is. Soms kun je heel snel iets terug zetten van 'periodiekmaand ontbreekt' bij wijze van spreke. Soms zul je gewoon wat meer overleg moeten hebben. Ja, kan er niet zo heel veel van zeggen." (P&O employee)

"Ja, ik heb nog niet met heel veel leidinggevenden gecommuniceerd, maar wat ik tot nu toe heb gehad aan communicatie dat gaat prima. Nee, dan doe ik het wel via de digitale weg, ja." (P&O employee)

"Nee, heb ik geen gebruik van gemaakt. Maar wat ons wel is opgevallen, is op het moment dat als dat ding nu doorgesluisd wordt naar de PSA. En je hebt bijvoorbeeld een opmerking over datgene wat er gemuteerd moet worden. Ja die sturen dat ding door, medewerker bedrijfsbureau heeft hem doorgestuurd naar ons en wij moeten hem dan indienen en akkoord geven. En als je dus op dat moment al ziet van 'jongens dat is niet goed', dan kun je hem eigenlijk niet teruggeven. Je kunt hem wel terugzetten, maar dan blijft hij staan bij ons. Je kunt hem niet terugsturen naar het bedrijfsbureau van bijvoorbeeld 'dat kan niet wat jullie willen'. Precies, dat is ook soms aan ons om te beoordelen van 'goh dat is wel of niet goed'."
Dus eigenlijk de functie die een P&O medewerker heeft om een mutatie terug te sturen naar een leidinggevende, jullie kunnen dat niet?
"Nee, wij kunnen dat niet. Op het moment dat, heel gechargeerd gezegd, op het moment dat het bedrijfsbureau hem over de schutting gooit, kunnen wij hem niet teruggooien." (employee PSA department)

"Nee, ik denk dat dat op zich eerder kan verbeteren dan kan verslechteren, met uitzonderingen dan op de dingen wat ik zei. Die toekomstige die brieven, P&O medewerkers die dingen weer moeten berekenen dus die gaan dat dan weer per mail. Dat moet dan even blijken. Hoe je het ook wendt of keert, zo'n systeem dwingt af dat je bepaalde vakjes invult. Dat zou weleens kunnen gebeuren dat iemand dat vergeet. Het dwingt af dat je een bepaald salarisbedrag invult, wat voorheen of achteraf, in het verleden nog weleens ach door de P&O medewerker even ingevuld werd als er even geen 10 of 25 of schaal huppeldepup en dat bedrag ontbrak nog, hup dan vulden wij dat in. Ja, daar dwingt het systeem wel toe. Dat is wel beter, ja." (P&O advisor)

<u>Opinion on speed of information transfer</u>

This theme has a strong connection to 'waiting times' which is mentioned in the perceived time investment construct.

"Tot nu toe, zo in het kleine begin, vind ik dat prima! Ja." (P&O employee)

"Dat ligt er een beetje aan wat voor type communicatie het is. We hebben wel tijdens de pilot gehad dat er een server heeft uitgestaan waar niemand wat vanaf wist. Waardoor dus paar weken geen [notificatie]mail is verzonden naar de medewerkers. Kijk dat is natuurlijk niet de bedoeling, maar goed daar leer je van. Die medewerker gaf aan van 'maar ik heb helemaal geen mail gehad', maar voordat ze er dan eens een keer uit waren wat er aan de hand was. Maar over het algemeen gaat dat volgens mij, binnen een dag heb je in ieder geval bericht terug. Goed, nu ga je natuurlijk krijgen dat je meerdere medewerkers hebt die moeten gaan reageren op mail die ze krijgen. Daar heb ik eigenlijk niet zoveel mee te maken gehad." (P&O employee)

"Het mailtje gaf in het begin wel wat onduidelijkheid. Vooral ook omdat ze er niet op konden reageren. Ze konden wel doorsturen, maar niet op reageren." (supervisor)

Heb je het idee dat de informatie ook snel weer doorgevoerd wordt naar de leidinggevende toe?
"Ja bij deze leidinggevenden wel. Ik heb maar met twee leidinggevenden te maken gehad. Die ene is ook heel snel daarin." (P&O employee)

<u>Content of the questions</u>

It could be that because of the fact that information is accessible in the HR portal that the questions of the supervisors or other persons in the HR portal have changed.

"Wat is vragen, ik bedoel wij krijgen mutaties binnen via de leidinggevende, wordt in het systeem gezet. Het kan voorkomen dat er iets fout gaat c.q. te laat of de mutatie is er niet geweest. Dan krijg je

vragen van de medewerkers van 'hoe zit dat' en dan gaan we dat uitzoeken. Maar met dat nieuwe, eventjes afwachten. Ik ben zeer benieuwd." (SA employee)

Is de inhoud vragen die jij stelt, is die veranderd?
"Nou je maakt het wel gelijk even inzichtelijk wat voor schaal iemand zit of iemand binnenkomt. Dat is handig. Ik zit er meestal zelf met het handboek met de salaristabellen ernaast, dan kijk ik eventjes, gebeurt elke keer, dus die ken ik bijna uit mijn kop nu. Nee, maargoed je weet een beetje waar iemand zit. In wezen doet P&O dat altijd, maar als je in een gesprek zit met iemand, met name met cursisten die toch in een aanloopschaal komen, even horizontaal kijken waar ze uitkomen, haal ik het boek er even bij. Nu komt de mutatie er ook gelijk erbij, dat is handig."
Heb je daardoor het idee dat je minder praktische zaken aan P&O hoeft te vragen?
"Ja, nou goed. Als nu het salaris gewoon erop staat, is het gewoon duidelijk. Maar over het algemeen heb ik CAO boek nog wel in de kast liggen." (supervisor)

"Daar zijn we nog te kort voor bezig. Daar kan ik nog niet echt wat over zeggen." (P&O employee)

"Af en toe tuurlijk vulde je weleens wat aan. Nou ja. Ik heb niet het idee dat nou zo, dat ze zo half ingevuld werden. Maar nu dwing je wel een 100% invullen van, dus die communicatie is wel beter, omdat het systeem dat gewoon afdwingt, anders kun je hem niet indienen hè, als je iets vergeten bent. Dat zal zijn dat de leidinggevende misschien wat vaker een telefoontje nu van 'goh wat moet ik invullen'. Terwijl hij dat voorheen misschien achteraf dat telefoontje krijgt van 'hé ik vul dit in en ik voeg dit nog toe aan je mutatie, want dat ontbreekt. Hoe denk je daarover? Nou zus en zo' Ben ik ja, ben ik eigenlijk neutraal in. Dat moet nog even blijken." (P&O employee)

Zijn de onderwerpen in de vragen, zijn die veranderd?
"Ja, nee, want dat zijn eigenlijk nog steeds dezelfde leidinggevenden die euh. Ik heb natuurlijk al helemaal niet meer gehad. Ik heb nog geen leidinggevende gehad die er nu zeg maar voor het eerst mee werken en die vragen stellen, dus daar kan ik eigenlijk ook nog niet zoveel over zeggen." (P&O employee)

In short the findings on Perceived quality of communication (via HR portal)

Communication with other parties located in the process/ opinion on communication

Based on the answers it can be concluded that people do not perceive the communication possibilities as different or better than before the HR portal, but they do find the communication good via the HR portal. In the old situation people could also add extra remarks to the paper mutation form, the same as that now in the digital situation remarks can be added to the digital mutation. Short sentences can be put into the digital mutation. In the opinion of some, remarks ‘should’ be put alongside the mutation in order to understand the ‘why’ of the mutation better and to avoid misunderstandings. For longer messages, it can be concluded that people still use the telephone quite often, because then it can be checked and experienced directly if the other persons understands the intended message.

Opinion on speed of information transfer

Most of the time the speed of the information transfer is perceived as very good, but maybe this has to do with the fact that it was the pilot and everyone was focused on it. However, the e-mail of the employee is mentioned sometimes, because this information was not always transferred quickly.

Content of the questions

The question about whether the content of the question had changed did not receive a lot of answers. Some mention briefly that because the supervisor can now see more in the portal they call about different issues. Some say that the initiative has changed, now the supervisor calls the P&O employee, in the past the P&O employee called the supervisor about changes or adding’s to the mutation form. But most need more time to create an opinion about this.

It characteristics:

Perceived usefulness

The perceived usefulness is operationalized as ‘the extent to which a person believes that using the system will enhance his or her job performance’

“Ik wordt er altijd wel gelukkig van als iets digitaal kan. Uiteindelijk denk ik dat je daardoor. Kijk het heeft voordelen en het heeft nadelen. Het voordeel is dat je het gewoon makkelijker kunt verwerken zonder dat je ergens overal briefjes hebt liggen, briefjes en een dossier en dat soort dingen. Dat heb je niet, je hebt gewoon één map en daar zit alles in. Je klikt het aan en dat is het systeem. Dus daar ben ik voor om dat te doen. Wat makkelijk kan, moet je vooral makkelijk laten doen. Wat dat betreft heeft het heel veel opgeleverd, dus van ‘hé daar staat het in en dat is het enige systeem zoals de stand van zaken is en verder hoef je nergens in te kijken’. Het is eenduidiger.” (supervisor)

“Ja, nuttigheid lijkt me. Ja, ik kan niet helemaal goed zien wat de ‘win’ is voor de personeels en salarisadministratie, maar ik kan me voorstellen dat hij met name daar ligt. Wat ik al aangaf. Het kost mij meer tijd, dat is eigenlijk het enige wat ik erover kan zeggen.” (supervisor)

“Het is minder foutgevoelig. Je wordt, je moet gewoon verplicht wat dingen invullen, dus dat kun je ook minder vergeten. Dus krijg je ook niet het telefoontje van ‘dit ben je vergeten in te vullen of dat of dat’. Dus ik denk dat je minder vergeet, het is strakker geregeld, minder foutgevoelig. Dus dat is heel nuttig.” (supervisor)

“Het is wel dat het inderdaad nog weer specifieker invullen, je moet het ook specifieker invullen. Dat is ook wel weer een voordeel, je ontkomt er niet aan.” (P&O advisor)

“Ja, kijk hij is voor mij specifiek als leidinggevende zeer nuttig en bruikbaar. Waarom? Omdat hij minder foutgevoelig is.” (supervisor)

Wat vind je trouwens van het dashboard?
“Het dashboard? Hoe het eruit ziet?”
Dat is de eerste pagina voor jou als leidinggevende. Dat heet het dashboard. De pagina die je krijgt net nadat je inlogt en de pagina waar je to-do bakje staat en dergelijke.
“Oké, ja ik snap het, ja. Dat vind ik op zich prima.[..] Maar die eerste twee schermen vind ik overzichtelijk en een beetje goed. Ja precies, van starten van het proces. Maar die eerste twee pagina’s vind ik, zeker dat dashboard dan, staat natuurlijk niet zoveel op, je logt er gewoon in en dan.” (supervisor)

“Nou mijn werkprestatie komt wel een beetje onder druk te staan, doordat er zoveel werk op me afkomt. Niet alleen de mutaties, maar gewoon alles wat eromheen gebeurt. De tijd die daarvoor staat. Dat ik met mijn andere werkzaamheden in de knel kom.” (P&O employee)

“Ik denk als wij alles digitaal hebben, dus het personeelsdossier. Als je ook zeg maar personeelsgegevens allemaal digitaal kunt wijzigen. Dan is het duidelijk efficiënter.” (P&O employee)

“Maar nu ben je nog teveel met papier aan het rommelen. Toch nog dingen uitprinten, medewerkers moeten nog via de mail reacties geven. Dat belemmert denk ik voor een groot stuk de efficiëntie ervan, die extra lus, die erin zit inderdaad. Dat het eerst weer naar de medewerker toe moet en die moet weer toestemming geven.” (P&O employee)

“Hoe of het verwerkt gaat worden in het systeem? Ja, het is wel bruikbaar denk ik, ja.” (P&O employee)

“Ja, daar kan ik ook eigenlijk niks over zeggen hè.” (PA employee)

In short the findings on Perceived usefulness

Most people perceive the digital situation as useful and handy. A lot of people stressed the fact that the number of errors will be less, because the insertation of the mutation is now standardized and there comes a signal when it is filled in in the wrong manner. Some question the wins for the P&O employee and for the salary administration. Some perceive that the usefulness will become much higher when there is a digital personnel file. Now there is still too much paper that is used in order to put the mutation into the (paper) personnel file.

Perceived ease of use

In the operationalization table the perceived ease of use was operationalized as 'the extent to which a person believes that using the system will be free of effort'. This research construct covers for example whether people have a clear and understandable interaction with HR portal, how much mental effort is needed to interact with the system, and if it is easy to get the system to do what is wanted.

"Ja, het is heel duidelijk. Gewoon opstarten, erop staan en dan wordt je vanzelf." (supervisor)

"Het is allemaal even nadenken dus dat ook. Het is goed lezen. Dat is het. Dat bovenste stukje goed lezen." (SA employee)

"Ja, die vind ik wel goed. Ja, het is even wennen. Op een gegeven moment weet je dan hoe het werkt." (P&O employee)

"Dat moet de toekomst nog uitwijzen, vind ik. Op het moment vind ik het niet gebruiksvriendelijk. Op basis van de pilot niet. [..] Ik kan niet alleen met de HR portaal uit de voeten, ik heb Beaufort erbij nodig." (SA employee)

"Nou, wat ik dan heb gezien. Het is heel simpel, heel gebruiksvriendelijk. Je bent toch gewend om met een computer te werken, dus. Je ziet meteen waar alles staat. Ik vond het heel gebruiksvriendelijk, ja." (PA employee)

"Ja, het is wel. Hij geeft wel aanwijzingen aan van ja. Ja, het is inderdaad wel gebruiksvriendelijk. En dat hoor ik ook wel van de leidinggevenden, die zeggen van 'nou ja goed, als je precies doet wat hij zegt, dan komt je er wel'. Je moet geen aparte dingen hebben, want dan kom je er even niet. Maargoed, nee, gewoon alledaagse dingen die ja." (P&O employee)

"Ik moest, laten we zeggen, aan het opslaan, indienen, dat soort dingen daar moest ik even aan wennen. Ja, niet altijd [geen helder taalgebruik in beleving van geïnterviewde] en ook niet wat je terugkreeg wat je er dan mee moet doen. Soms was niet duidelijk, dan staat het in je portaal. Maar dan was niet duidelijk van wie het vandaan kwam. Ik kan bijvoorbeeld zien bij die mutatie die nog niet afgewerkt is 'is nog in behandeling' maar ik kan dan soms niet zien waar het hem dan in zit. Ik kan niet zien van het ligt bij P&O of het ligt bij de salarisadministratie. Ja bij doorstroom [mogelijkheid in de portaal om te bekijken waar de mutatie zich bevindt] . Er staat dan 'SLA', is overschreden, service level agreement, zo heet dat officieel, is overschreden. Maar dat zegt mij niks! SLA, dat is een soort afkorting van euh een soort euh. Dat is niet softwarematig, maar kijk dan kan je veel beter heldere taal gebruiken. Van, dat je desnoods zegt van, 'retour P&O' dat hij retour komt van P&O of dat je in je doorstroom krijgt van 'waar is het', het is bij de leidinggevende of bij de medewerker voor reactie of bij P&O om na te kijken, of bij salarisadministratie snap je, dat je dat helder in je beeld ziet." (supervisor)

"Ja. Ja, maargoed in die zin zou ik bijna zeggen die vraag zou je moeten stellen aan iemand die hem nu vanaf 1 november is gaan gebruiken. Voor mij is die inmiddels zo vanzelfsprekend."
Dat merk ik ook wel een beetje, je hebt hem geaccepteerd van 'nou zo is die', toch?
"Ja klopt. Ja, zo is die. Omdat je zeg maar, in die voorfase, langzamerhand ben je erin gerold. Er zijn wel wat dingetjes aangepast, weet ik veel wat allemaal. Dan is hij ook zo. De frisheid of de misschien anders gezegd, de natuurlijke weerstand die het een beetje oproept als je er vandaag of morgen mee geconfronteerd wordt die ben ik al kwijt. Voor mij is het goed." (supervisor)

"Wat ik het minst handige vind zeg maar van de opbouw, is dat je op een gegeven moment zegt van, je hebt een keuze gemaakt van nou ik ga bijvoorbeeld een functiewijziging doorvoeren. Dan krijg je dat scherm waar al je medewerkers inzitten, klik je de medewerker aan en dan moet je nog een handeling verrichten voordat je hem echt opent. Die stap, en dat was al eerder geconstateerd geloof ik, is in feite overbodig, open hem dan meteen maar, want ik open hem ten slotte, voor mijn gevoel." (supervisor)

"Voor zover wij daar mee werken op dit moment, ben ik daar niet echt enthousiast over. Want je kunt er vrij weinig mee als PSA. Je kunt hem accepteren of niet accepteren, maar dan houdt het eigenlijk

ook op. Maargoed, dat heeft ook alles weer te maken met die database zeg maar hè. Je kunt hem te weinig gebruiken om er informatie uit te trekken. Ja, ik heb daar niet zo'n heel erg goed beeld bij hoor, want ja het enige wat je ziet is 'staat ter verwerking' nou ja dat kun je accepteren en dan klaar." (employee PSA department)

Dus makkelijk om te doen wat op dat moment de bedoeling is?
"Ja hoor, ja." (supervisor)

Vind je het ook makkelijk om het systeem te laten doen wat op dat moment de bedoeling is?
"Nou niet altijd. Niet altijd. Het is misschien ook nog even een kwestie van wennen. Maar als je op een gegeven moment een nieuwe functie wilt zoeken. Bijvoorbeeld één van algemeen verpleegkundige. Dan geef je de 'a' in, maar dan krijg, je kunt dus niet bijvoorbeeld 'alg' ingeven. Dan geeft hij alles wat met een 'a' begint dat geeft hij aan. [..] Dus of je nou 'algemeen' ingeeft of je geeft alleen de 'a' in dat maakt niks uit. Kijk in Beaufort. En dan moet je dus scrollen van waar zit die. En nu in Beaufort als je dan bijvoorbeeld 'alg' ingeeft, dan begint hij al bij 'alg' en dan is dat stukje veel korter." (P&O employee)

"Hij is voor mij helder. Er zit onderscheid in tussen die verschillende mutaties en eigenlijk is dat gewoon de analyse van dat formulier. In het begin zat ik ook nog een beetje prutsen met dat ik eerst 'start proces' deed en dan de medewerker, maar je moet eerst de medewerker en dan 'start proces'. Dat soort simpele dingen, maar dat heeft veel meer met je 'eigen' maken te maken." (supervisor)

In short the findings on perceived ease of use

Most supervisors find the portal very ease to use. In the beginning they had to get used to it. Some interviewees mentioned that they still have to get used to it more and that they have to read very carefully, because some language which is used in the HR portal is confusing. People of the PSA department do not perceive it as easy to use, because they have to keep the personnel information system (Beaufort) next to it. Some supervisors had accepted the system in the way it was and did not have a critical attitude towards it anymore.

Data quality

The data quality was operationalized as 'data fit for use by data consumers'. The data quality was a subject that usually was talked about shortly. This had partly to do with the fact that this question theme was located at the end of the questionnaire. But also, not all interviewees had explored the possibilities for retrieving data out of the HR portal fully and so their response was short.

<u>Opinion about data in HR portal</u>

Je kunt ook wat data bekijken van medewerkers, bijvoorbeeld adresgegevens, wat vind je daarvan?
"Ja, dat vind ik wel makkelijk, ja. Dat vind ik wel makkelijk, ja, ja." (supervisor)

"Om er te komen is prima. Gewoon hup gelijk naar service, HR portaal en je komt daar. Vind dit gewoon, dat werkt handig. Wat ik al gezegd heb, is dat gewoon. Om naar de gewone gegevens van het personeel te komen, moet dat via een wijziging en dat is raar. Dat vind ik wel iets wat nog veranderd zou moeten worden." (supervisor)

Wat is je algemene mening over de data/ gegevens die je kunt vinden in de HR portaal? Is het voor jou voldoende?
"Ja dat is zeker voldoende. Waar je nog heel erg aan moet wennen, is dat je het daar allemaal kunt vinden. Je hebt natuurlijk, er zijn meer systemen in het ziekenhuis, van het ziekenhuissysteem waar je de salarissen kunt vinden van de medewerker en de adressen en dat soort zaken. Je moet nog heel erg aan wennen dat je het kunt gebruiken als zijnde dossier."
Hoewel, het is natuurlijk nog niet helemaal officieel een personeelsdossier?
"Nee, daarom. Er staan wel een heleboel dingen in, maar ik gebruik hem nog niet als dossier. Snap je? Omdat je denkt van, telefoonnummers, adressen daar heb je een aparte map voor, van mensen. Salarissen staat nog weer op een andere plek. Maar uiteindelijk, geldt natuurlijk wel, als je dat voor elkaar hebt, ga je daar ook vanzelf meer in kijken."
Als je een suggestie zou kunnen doen om de datakwaliteit te verbeteren, waar zou je dan veranderingen voorstellen? Wat mis je in de portaal?
"Het totale plaatje mis je, dat heb je nu nog niet. Dat je alles van één medewerker hebt met zijn historie. Zolang dat er nog niet is, ga je er ook nog niet in kijken, dus kan je er nog weleens aan denken 'oh dat staat ook daar'." (supervisor)

"Ik heb alleen de data van mezelf. Als SA medewerker geen inzicht in gegevens van medewerkers. Ik kan geen data van andere medewerkers inzien via de HR portaal, daarom hou ik Beaufort ernaast. Ik kan ook aan mijn eigen gegevens niets wijzigen." (SA employee)

"Nee, want ja. Dat doe je dan in Beaufort, want dat ben je gewend, dat is jouw systeem waar je dan mee werkt. Daar kun je in principe alles in vinden."
Kun je het in de portaal vinden?
"Nee, ik heb dat niet geprobeerd, want het zou ook niet bij me opgekomen zijn om het daar te gaan zoeken namelijk. In principe haalt het HR portaal allemaal dat soort gegevens uit Beaufort. Dus dan heb ik zoiets van ja. Ja, ik heb toevallig alleen, je kunt je eigen gegevens in de HR portaal raadplegen, die staan inderdaad in de HR portaal. Dat weet je wel, bovendien, je weet dat die gegevens uit Beaufort getrokken wordt, dus dan ga je daar ook niet kijken. Voor een ander is dat heel anders. Bijvoorbeeld de P&O'ers kunnen wel beperkt in Beaufort kijken, maar leidinggevenden volgens mij niet. Voor zover ik weet niet hoor." (employee PSA department)

"Ik kan niet kijken naar een collega, kijk dat is mezelf inderdaad. Ik kan niet voor andere mensen zien, alleen voor mezelf". (P&O employee)

"Dat hadden wij altijd al. Wij hadden natuurlijk altijd al Beaufort tot onze beschikking dus wat dat betreft is daar niet veel in veranderd. Wij, doen dat soort dingen niet via het portaal, daar hebben we de rol niet, via Beaufort, dat is niet veranderd." (P&O employee)

"Vooral voor leidinggevende is dat veranderd." (P&O employee)

Ik heb uit andere interviews begrepen dat data kwaliteit niet relevant is voor een P&O medewerker, tenminste bij andere interviews al gemerkt dat er geen data voor jullie beschikbaar is vanuit de HR portaal in de zin van dat jullie adresgegevens van medewerker eruit kunnen halen en dergelijke?
"Nee, klopt inderdaad." (P&O employee)

Is dat voldoende voor jou om een mutatie goed te kunnen doen? Heb je dan alle informatie bij de hand?
"Ja, ik gebruik die informatie niet zozeer om een mutatie te maken. Dat niet, maar soms is het bijvoorbeeld handig om terug te .. Naaa, hoewel, soms misschien ook wel. Als je bij wijze van spreke een medewerker gaat bijvoorbeeld starten met een vervolgopleiding en ik moet dan de promotieregeling toepassen. Dan kan ik wel zien van 'waar zit je in'. Anders belde ik daar inderdaad [P&O medewerker] even voor van 'kan je even in Beaufort kijken'. Volgens mij kan ik dat er ook in zien, hoe ze nu zijn ingeschaald. Ja en verder, kijk op zich, de meeste van die gegevens heb je ook wel op je afdeling, al van die medewerker, het is in ieder geval de meeste up to date weergave dan. Dus dat vind ik op zich dan wel handig. De status van het contract kun je natuurlijk wel makkelijk zien. Ja, dat vind ik wel makkelijk." (supervisor)

In short the findings on Data quality

The questions about data quality were difficult to answer for people who had not used the HR portal that much (for example P&O advisors and PA employees). Due to the fact that supervisors do not have access to the personnel information system (Beaufort) they had the most experience with retrieving data from the HR portal, but nevertheless they already have their own systems/ files in which addresses of employees can be found. P&O employees and employees from the PSA department can look into Beaufort for data and since this is the 'source-system' of the HR portal they look there sooner. It further appeared that there was no possibility to directly access the data for the supervisor, but that it appeared when a mutation had to be done That does not necessarily have to be a negative aspect. It only means that some information/ data remains inaccessible until a mutation is done, then it becomes visible.

Remaining points

There are some subjects which were not intended question topics, but that were expressed frequently by interviewees themselves. There are quite a lot remaining points and this confirms the very reason for choosing for qualitative interviews, namely that there are more issues which play a role when assessing the contribution of an HR portal.

Understanding for the e-HRM initiative
In order to make the argument that interviewees were supportive of the e-HRM initiative itself although there are some negative points that can be mentioned, a lot of interviewees stressed their level of understanding for the e-HRM initiative.

“Nou kijk, ik snap wel dat in deze moderne tijd dit soort dingen gaat uitproberen [..] Er zijn heel veel bedrijven die digitaal archiveren en al dat soort dingen meer. Dus op zich is het wel te begrijpen. [..] Het is toekomst. Je ziet nu ook met het elektronisch patiëntendossier. Ik denk dat alles gedigitaliseerd zal gaan worden in de toekomst.” (PA employee)

“Op zich vind ik het goed.” (P&O employee)

“Ja, hartstikke goed! Ik denk dat het echt een noodzakelijk iets is, dat je daardoor gewoon veel efficiënter bezig kunt gaan. Al die papieren rompslomp, ja dat is gewoon niet wenselijk. Het initiatief is gewoon heel erg goed. [..] Ik denk de digitale weg ja, dat ontwikkelt zich steeds meer en dit is een onderdeel daarvan. Het initiatief is hartstikke goed.” (P&O advisor)

“Ik ben een grote voorstander wel van e-HRM. Kinderziektes daargelaten, maar dat kan niet anders.” (SA employee)

“Ik denk dat het op den duur wel handig is, maar voor nu vind ik echt van: veel dingen werken nog niet zoals het moet. Maar ik denk op den duur als het eenmaal loopt, dat het wel goed is.” (PA employee)

“Ja, maar nu ook, omdat je gewoon inzage hebt van ‘wat is er gebeurd voor die tijd?’ Ik merk dat ik nu eigenlijk ook weer sneller zou willen. Van ‘God, de rest wil ik ook wel zien’. En uiteindelijk moet het toch ook nog opgebouwd worden.” (supervisor)

“Het klinkt heel simpel, maar het is ook van deze tijd. Ja, het is heel gek, dat ik nog doorslagformuliertjes af moet scheuren. Dat deed ik 20 jaar geleden ook al. Ja, het is ook een beetje gevoel. Ik vind het ook meer hebben om eventjes het via de portaal te doen. Ja, ik weet niet of het beter staat, maar ik vind het gewoon prettiger werken. In deze tijd is het raar om nog met doorslagformulieren te werken, gewoon gevoelsmatig.” (supervisor)

Considerations with regard to whether the right choice has been made
Also quite a lot the interviewees expressed their considerations with regard to the choice that has been made to choose this particular e-HRM system.

“Of het een goede keus is, weet ik niet. Maar ja, het levert op dit moment nog niks op, alleen maar extra werk. Maar misschien dat het in de toekomst ergens naartoe gaat.” (P&O employee)

“Ik kan niet beoordelen of dit de beste oplossing is hoor. Of er geen bestaande systemen waren waar we ook, die dan wat mij betreft allang uitgedokterd zijn, waar de kinderziektes dan al uit zijn. Of dat niet voorhanden was. Daar heb ik geen zicht op. Ik ga ervan uit dat dit de beste keuze is geweest. Dus daar leg ik mij ook bij neer.” (P&O advisor)

Number of mutations that were done during the pilot
Interviewees were modest about their experience with the HR portal. Usually when the interviewee tried to explain how much experience they actually had with the HR portal during the pilot, the number of mutations was mentioned briefly.

“Ik denk al zeven.” (P&O employee)

“Een stuk of 10 of 12 ofzo.” (P&O employee)

“Volgens mij vier ofzo hoor, het was echt heel weinig. Maargoed het was in de zomer ook hè.” (supervisor)

“Ja, op zich, zeker in het begin heb ik aardig wat mutaties verwerkt. Toen op een gegeven moment droogde het een beetje op, omdat ik gewoon geen mutaties had.” (supervisor)

“Een stuk of 20 ofzo denk ik. Stuk of 20 wel denk ik, die ik heb gedaan. En er waren ook nog een paar bij die op de plank lagen, stuk of 5,6 die hadden we laten liggen. Maar in totaal denk ik een stuk of 20. Ja niet laten liggen, maar die hadden we opgespaard. Zeiden we van nou, die hoeven pas over een paar maand, die voeren we nog niet in, die stuur ik nog niet op. Die kunnen we dan mooi als proef gebruiken [opspaaractie].” (supervisor)

“Nou twintig, vijftien of twintig.” (P&O employee)

“Nou, ik denk een 10, 15 mutaties, ja. Ja, ook verschillende dingen, dus niet alleen maar verandering van werkverband, maar ook andere mutaties.” (supervisor)

<u>Insecurity about the pilot (changes in between)</u>
In a lot of cases people were somewhat hesitating or careful to express an opinion about the HR portal that was based on the pilot.

“Ja, klopt. Dat was makkelijker [oude situatie]. Maargoed wat ik zeg, het kan best zijn dat als je me die vraag over 1,5 jaar stelt of over een jaar dat ik zeg ‘best prima’, dat kan. Geen idee.” (supervisor)

“Maar dat moet dus blijken in de loop van de tijd of dat inderdaad zo zal zijn.” (P&O employee)

“Daar kan ik ook nog te weinig over zeggen.” (P&O employee)

“Dat is nu nog wel de insteek, maar het moet ook nog blijken of dat wat er nu is, of dat werkt. Want dat hebben we gewoon nog niet. Er zijn nog heel veel punten, ook zoals over wat er nu ligt, waar we nog vragen en onduidelijkheden over hebben en dat moet ook eerst nog opgelost worden, willen we zeg maar met zoals het nu is, goed kunnen werken.” (P&O employee)

“Maargoed, dat moet de tijd uit wijzen natuurlijk.” (employee PSA department)

“Dat moet gaan blijken.” (P&O advisor)

“Ik denk dat je een langere periode nodig hebt en meer verschillende mutaties moet verwerken en hoe of dan inderdaad de communicatie onder elkaar is, om het op deze manier te doen.” (P&O employee)

<u>The paper savings</u>
In my research model I approached the cost savings and efficiency gains from the perspective of perceived time investment. As it was impossible for me to obtain accurate data about the paper savings. People that I interviewed mentioned quite often their thoughts of paper savings with regard to efficiency of the HR portal.

“Nou, dat je geen papier meer hebt sowieso. Papier is er niet meer.” (supervisor)

“En net wat ik zeg, je moet overal kopieën van maken, alles printjes maken, printjes maken, printjes maken. En dat heb ik [e-HRM project leider] ook gevraagd, ik zeg van ‘wat zijn de kostenbesparende toestanden?’ want die mutaties zijn volgens mij in weet ik wat viervoud, zesvoud weet ik veel wat. Leidinggevenden, medewerker, nou dan komt het deze kant op verzeild, ik bedoel, ik krijg er één voor het dossier, geef er weer even één door voor de controle en de P-kant houdt er één. Dan denk ik van, als er alles bij opstaat, ik weet het niet hoor. Je zult wel moeten uitprinten, want anders heb je geen bewijs dat je zegt van jongens ik moet het toch als de salarisproductie terugkomt van ‘jouw deeltijd gaat van 100 naar 80’ ik moet toch ook weten of het systeem jouw 80% op het strookje heeft staan. [..]

Ik zie de efficiency niet. Ik vraag me ook af of het financieel minder kost. Er was een hele mooie toestand van zoveel minder papier. En daar wil ik hem dus nog over van, minder papier, hallo hoezo?" (employee PSA department)

"Wat ik nu al als nadeel constateer is dat je gewoon veel meer papiermassa gaat krijgen. Ik draai, wij krijgen het binnen. Wij draaien het uit en ik geef een kopie aan een PA medewerker. Die moet daar iets mee doen, die stempelt wat en moet in Beaufort wat dingen zetten. Krijg ik het terug van haar, maar ondertussen hou ik zelf ook een kopie bij me, want ik ben denk ik op dat moment verantwoordelijk van 'komt hij terug?'." (employee PSA department)

Organization wide implementation date (1 November 2008)

Probably due to the fact that the interviews were planned around the date that the HR portal was implemented organization wide, some remarks were also made about the implementation date, the 1st of November 2008.

Heb jij nog laatste afsluitende woorden, dingen die je nog kwijt wilt?
"Nee, ik zou het niet weten. Het zou mooi zijn als het per 1 januari gewoon dat het dan helemaal loopt. Ze hadden de pilot wat langer door moeten laten lopen, denk."
Naar jouw mening, pilot tot 1 januari?
"Ja, bijvoorbeeld. Dan hadden ze ook aan die dingen die niet goed lopen, nog kunnen werken, voordat het de hele organisatie in ging."
Denk je dat het dan ook voldoende getest werd door die pilotgroep?
"Ik denk als de pilot wat langer was geweest en ze hadden ook in die pilot besloten om de brief anders te doen, dan hadden we daar op kunnen inspringen. Nu hebben we de kans niet gehad. [..] *En we zaten nu ook net in die productie. Kijk je zit met een bepaalde datum dat alles in het systeem moet staan, dan moet je niet op 1 november overgaan op het nieuwe systeem, dat lukte niet.* [..] *Ja, gewoon de eerste weken van de maand dan zit je met de afsluiting. Daar is, denk ik in mijn ogen, geen rekening mee gehouden. Was handiger geweest qua tijdsruimte om net na de productiedatum te doen."* (P&O employee)

"Een beetje te snel gegaan, want alle kinderziektes waren nog lang niet verholpen."
Hoe weet je dat als je er nog niet mee gewerkt hebt?
"Omdat je dat dan hoort van de SA mensen en van de bedrijfsbureaus hoor je dat. Dus daar heb je contact mee en dan deel je dat ook. Zelf heb ik er geen hinder van ondervonden, omdat wij nog steeds op oude voet verder gaan." (PA employee)

"Gewoon veels te kort. Niet te kort gezien het uitrollen, maar wel te kort gezien de problemen die er allemaal nog waren. Ik had wel, en ik ook meerderen, ik niet alleen, van 'nou stel het nog uit, want er moeten nog zoveel punten verbeterd worden'. Van 'is dit niet vragen om grote problemen als je het nu Isala breed gaat uitrollen?' " (P&O employee)

"Het eerste wat we ervan gemerkt hebben, is dat de hoos aan papieren mutaties enorm was deze maand. Want iedereen wilde gauw voor 1 november die mutatie er nog door. Nou, er zitten nog wel wat complexe dingen tussen, ja. We hebben nog nooit zoveel mutaties gehad in één maand als deze. We houden dat in een lijstje bij zo van wat je dan per maand binnenkrijgt."
En ligt er normaal ook een bepaalde piek eind oktober?
"Nou, je zult eind van het jaar heb je weleens vaak wat grotere pieken, omdat je dus een aantal zaken hebt die je kunt verruilen bijvoorbeeld voor je eindejaarsuitkering. Fietsplan, een lidmaatschap van een vakbond enzo allemaal die dingen, dat meerkeuzesysteem dus. En eind van het jaar heb je wel een piek, maargoed ook dat hebben we vergeleken met het voorgaande jaar en dan zeg je toch: nou dit was wel een uitschieter." (employee PSA department)

"Ja, nou ja goed. Dat vind ik gewoon een punt dat ik denk van, ja, op het laatste moment van 'hé dit kan gewoon zo niet'. Ja en dan toch, daar dat je zegt 'joh het moet gewoon doorgaan', dan denk ik van ja, als je zag wat er uitkwam, dan denk ik van dat gaat niet op een professionele manier. [..] Want in die feedbacksessie daar zijn wel wat punten inderdaad aangegeven. Maar ja, desondanks, ja het ging wel verder. En dan denk ik van, ik snap enerzijds dat je een tijdslimiet hebt en aan de andere kant denk ik van ja, realiseer je wel wat dat ook in de praktijk teweeg brengt." (P&O advisor)

"Op zich qua pilot hè, het oefenen ermee en de punten van aandacht, dat vind ik allemaal goed. Maar als blijkt dan toch, van joh hè, het is ook al een keer uitgesteld, heb ik begrepen, maar als er zulke essentiële fouten erin zitten. Dan denk ik, nou dan moet je dat misschien dan toch een week vooruit schuiven en dat het dan gewoon goed is, want anders creëer je ook gewoon geen goede dingen." (P&O advisor)

"Op zich geen handige tijd, omdat wij natuurlijk met ontzettende drukte komen te zitten van de fiscale kilometers en de eindejaarsuitkering en de jaaropgave en noem maar op. Dus dat is dé drukste periode. Maargoed, ik hoor niet echt wanklanken. Iedereen is een beetje aan het uitzoeken van 'wat hebben we nu te doen in die portal?' " (PA employee)

Some issues concerning the functionality of the HR portal

It appears to be not possible to do certain, according to supervisors, logical combinations of mutations together. For example a jubilee (special number of years employed) and movement of the employee cannot be done together.

"Bijvoorbeeld, wij werken nu ook met meerdere mutaties tegelijk voor één persoon en je loopt dan nu tegenaan als je meerdere mutaties in de HR portaal wilt doen, dan kan dat niet. Je kan maar één mutatie tegelijkertijd doorgeven. Stel, iemand heeft twee mutaties voor één maand, dan kun je er maar eentje opvoeren en die andere moet echt tot volgende maand wachten." [..]
Bijvoorbeeld functiewijziging en verandering in uren?
"Nee, dat gaat nog wel samen. Dat gaat nog wel samen, maar als je dan, want dan kun je, ja je verandert het salaris, dat kun je wel aangeven. Maar als iemand dan een toelage erbij krijgt, dan gaat dat niet. Of een jubileum in die maand, dat gaat dan ook niet. Dan moet je wachten."
Dat is wel vreemd, vooral jubileum, dat is die specifieke datum.
"Ja, dat bedoel ik. Dat moet die maand. Maar als diegene verhuist dan moet dat ook die maand, maar je kan dat niet samen doen. Dat gaat niet. Dan kun je alleen de verhuiskostenvergoeding doen, maar dan kun je niet zeg maar een deeltijdwijziging erachteraan doen, ook al is het voor dezelfde maand."
Dus dan moet je als leidinggevende echt prioriteiten gaan stellen van 'welke doen we eerst'? Kan me voorstellen met een jubileum en verhuizing dat het een lastige afweging is.
"Ja, dat denk ik wel. Het is wel van invloed op je inkomen of je gratificatie. En meestal doen we dat een maand van tevoren, zodat leidinggevenden ook feestjes en dergelijke kunnen organiseren enzo. Dus vandaar. Dat was eerst van de eerste dingen wat mij direct opviel van 'dat gaat niet werken'. Ja." (PA employee)

"En een andere wat ons nu ook opgevallen is, als ik één mutatie in één keer. Dat a. ik heb een verlenging en een salariswijziging heb, moet ik heb twee keer gaan dienen. Dat heb ik me niet gerealiseerd, dat vind ik wel heel lastig, want dan moet ik dus. Nu moet het eerst verwerkt worden. Zeg maar, ik heb nu eerst de salariswijziging ingevoerd en dan moet ik even wachten tot de verwerkingsdatum, tot de PSA dat heeft geregeld. Dan vervolgens, dus dan moet ik er weer aan denken van 'oh, maar nu moet nog de verlenging van het contract plaatsvinden'. Nou ik moet het gewoon goed onthouden, ik heb het nu in mijn outlook agenda staan dat ik over ongeveer over 2 weken. Maar dan ben ik twee keer met een mutatie bezig, maar eerder zette ik gewoon en het wordt verlengd een jaar langer en er moet een salariswijziging komen [op één formulier]. Daar hebben we het gisteren uitgebreid over gehad. Ik zeg 'oh dat is héél onhandig'." (supervisor)

"Eerder kon je op een mutatie meerdere dingen kwijt. Dus kon je zeggen van 'en de deeltijd wordt verlaagd per 1 januari' en 'ze gaat per 1 februari gaat ze ook nog met ouderschapsverlof'. Dat kan nu niet, dus dat betekent dat je ook meerdere handelingen moet doen. Ik heb nu iemand die wil minder werken, maar die wil ook met ouderschapsverlof, daarna. Eerder deed je dat op één formulier en ging het dan gewoon weg. En dan was het klaar, maar dat betekent dat je nu twee keer een handeling moet doen. Dat is even wennen." (supervisor)

"Dus een salariswijziging en een contractverlenging kan niet in één keer. Ja, dat vind ik logisch. Waarom? Ik begrijp echt niet. Het is volgens mij in die pilot niet voorgekomen. Volgens mij hebben we het ook niet uitge.. Ik heb ook al nagedacht van 'hebben we het daar nou over gehad'. Ik heb het volgens mij ook niet uitgeprobeerd. Dan was het of een functiewijziging 'oh dan doen we die', maar een combinatie van hebben we niet gedaan volgens mij. Nee, dit is de eerste die ik nu ontdekt heb. Van 'oh dat gaat dus niet samen'. Dat klopt dus,dat hebben zij nu ook nagevraagd. Dat klopt, dat zijn eigenlijk twee verschillende mutaties." (supervisor)

Further it was perceived a inefficient that the deleted and removed digital mutations all remained in the archive of the HR portal.

“Ik heb gevraagd van ‘goh’, want je ziet op een bepaald moment zie je erachter van ‘geannuleerd’, ‘afgewerkt’, ‘in behandeling’. Van ‘goh die afgewerkt zijn kun je die niet ergens anders neerzetten?’ dan krijg je veel meer overzicht. Maar [degene] zegt van het eerste halfjaar wilden ze dat wel zo laten.” (SA employee)

“Dat scheelt alweer,want op een bepaald moment krijg je weer zoveel. Als die afgewerkt als die eruit zijn.” (SA employee)

“Ik zou geannuleerd, dat zou gewoon eruit kunnen. Alleen de mutaties die je echt actief hebt gedaan. De mutaties waarbij je wat fout hebt gedaan of iets in wilt veranderen, die annuleer je gewoon. Die moet je er gewoon uitgooien. Ja, afgehandeld die zou je dan gewoon kunnen laten staan voor een jaar. Gewoon nieuw overzichtje bij het nieuwe jaar opnieuw beginnen. Of 2 jaar dat moet je zelf weten, maar ik zou dat wel gewoon, dan kun je nog bekijken, dat zou ik wel willen houden. Geannuleerden doe je niks mee, gewoon eruit gooien, gewoon deleten. Is niet actief, dus heb je niks mee gedaan, is gewoon verkeerd getypt. Ik had laatst ook iets fout gedaan, ouderschapsverlof via deeltijdwijziging, was fout. Gewoon de foute optie gedaan, nou die geannuleerd. Dan staat het er twee keer in, dan denk ik, die eerste is gewoon niet actief. Het maakt ook druk, dat overzicht. Van mij mogen ze eruit. First in, First out, kunnen er heel wat in, maar van mij mag dat weg. Misschien van tevoren ingesteld 25 [mutaties] en dan kom je bij 30 en dan gaat de eerste First in, First out. Hebben wij hier ook voor het computersysteem [dat de onderste eraf vallen]. Maar dan heb je meer overzicht [met geannuleerden ertussenuit].” (supervisor)

It was also perceived as inefficient that there was no separation of the digital mutations into the caring groups for the PSA department.

“Ja, dat is heel vervelend. In principe kijken tien mensen naar al die mutaties ‘welke is van mij?’ Nou gister heb ik ze allemaal op een rij, allemaal namen er even bij gezet, per zorggroep. Maar dat kan zo niet. Dat kan echt zo niet.” (SA employee)

“Dan denk ik van ja, en wij krijgen dus als PSA op het moment nog alles, van alle zorggroepen, in één bak deze kant op geknikkerd. Het is nog wel gescheiden per zorggroep, maar het wordt richting onze kant op het moment nog steeds in één bak geknikkerd.[..] Er staan dus dingen van ‘afgehandeld’ of ‘geannuleerd’ tussen, dan denk ik wieberen die bende, wat moet je ermee? Dat je zegt van die actieven of afgehandeld laat die eens even staan tot de boel zover is dat je zegt van ‘jongens het is niet meer actueel’. Knikker het naar een andere bak of weet ik veel wat.” (SA employee)

“Ja, maar het is nog wel zo ‘iedereen krijgt alles’ hè. Dan zit je echt te kijken van dan moet je iedereen langs.” (SA employee)

<u>Frequency of opening the HR portal</u>
Some mention how often they open the HR portal.

“Eigenlijk in principe niet, tenzij ik weet dat ik een mutatie heb gedaan. En eigenlijk moet dat wel, want eigenlijk is hij daar ook wel voor bedoeld. Maar ook omdat ie. Kijk, ik wil hem wel openen. Dat had ik laatst ook gedaan, maar hij valt ook snel weer weg, dus dan moet je hem ook weer opnieuw inloggen.” (supervisor)

“Wat ik deed, ik deed op maandag en op donderdag was mijn vaste dag, heb ik in mijn agenda gezet, om naar het digitale stuk te kijken. Omdat het niet automatisch opkomt, zoals outlook is het eerste wat opkomt dus dat zie je meteen. Dus je moet er wel specifiek naartoe, naar het HRM portaal.” (supervisor)

“Nou ik kijk hem regelmatig na. Soms kijk ik wel eens even wie er jarig is, dat is natuurlijk altijd wel even handig.[..] Ik probeer elke dag of elke dag, maar toch een paar keer per week het te openen.” (supervisor)

In short the findings on the remaining points

Understanding for the e-HRM initiative
A lot of interviewees had understanding for the e-HRM initiative and were supportive for the idea of digitalization. They find it modern and fitting to the current time. Some supervisors find it comparable to the electronic patient file as that was also something that grew and expanded more throughout the years.

Considerations with regard to whether the right choice has been made
A few people question or are unsure of the fact whether the right choice has been made. Perhaps, according to them, it would have been better if an already created package would have been chosen. Most people however, trust in the fact that the right choice has been made as they do not have knowledge about this decision.

Number of mutations that were done during the pilot
The number of mutations that are claimed to be done is not that high. Therefore the carefulness with expressing an opinion can be understood.

Insecurity about the pilot (changes in between)
This had to do with the fact that during the pilot the interviewees had also given a lot of feedback towards the e-HRM project leaders, because they were part of the pilot group, and they expected that some issues that they expressed would change on the short term. In the perception of the interviewees, a lot of small and big issues were changed during the pilot (for example some small adjustments to the confirmation e-mail that was sent to the employee, and the creation of the letters which was changed at the almost end of the pilot). However, it was unclear to them when exactly the issues that they had stressed would be changed or if there was even budget available to have these matters changed. But since they had the feeling that these issues were still being looked at, they could not judge a 'complete product'. Some people therefore mentioned that they needed more time to create an opinion about the HR portal or mentioned that perhaps their opinion would change when there would be a complete product. The fact that the HR portal at Isala klinieken was still in development and specific elements were still under construction made expressing an opinion difficult for most of the interviewees.

The paper savings
Positive sounds about paper savings from a supervisor. Some critical notes about the paper savings from the PSA department who, in order to have control, need to keep printing out the mutations.

Organization wide implementation date (1 November 2008)
Some mentioned that the organisation wide implementation could have been postponed to January 2009. Others talked about the number of paper mutation that were received just before the organisation wide implementation. This also confirmed their idea that the organization was not ready, because so many had used the last chance for paper mutation forms. It can be said that for most it went too quickly and that they would have found it better when there would have been taken a little more extra time to improve the system before the organization wide implementation.

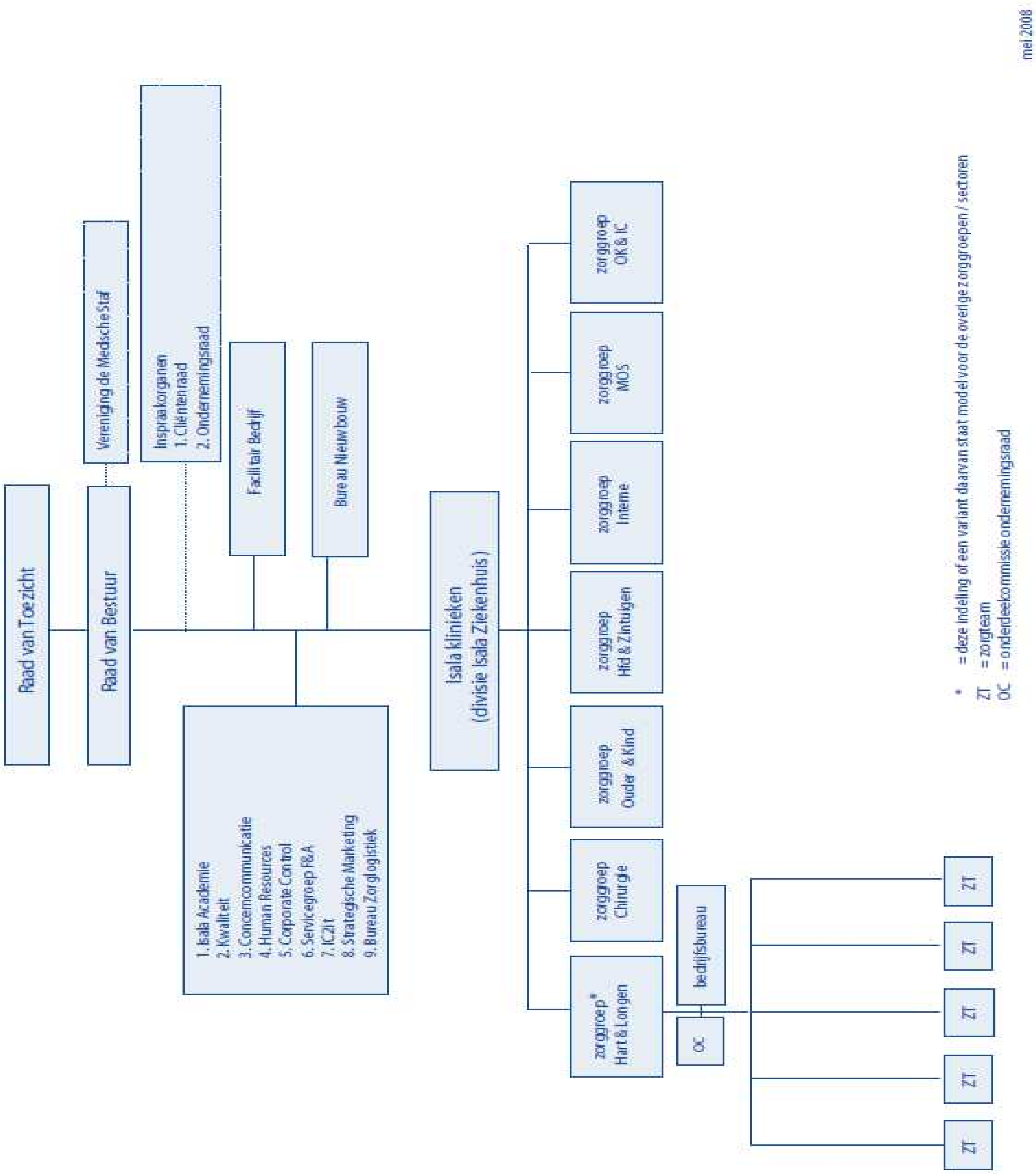
Some issues concerning the functionality of the HR portal
It is a bit unfortunate that certain combinations of mutations are not possible anymore. These combinations are quite logical in some cases. Now supervisors have to wait, and make notes to remind themselves that they have to do the second mutation over for example two weeks. This means that they have to invest more time in this mutation. What used to be just one time is now two times work. Further it was perceived a inefficient that the deleted and removed digital mutations all remained in the archive of the HR portal. Thereby making the

following of the mutation through the mutation process more difficult. It was also perceived as inefficient that there was no separation of the digital mutations into the caring groups for the PSA department.

Frequency of opening the HR portal

Opening the portal every day appears to be not that common. Some have planned special days of the week to look at the HR portal. Others only look when they know that they are expecting a message back.

Appendix 4: Organogram Isala klinieken



Source: Jaardocument 2007, Isala klinieken, p.95

Appendix 5: Paper mutation form for the employment contract

Isala klinieken

Mutatieformulier voor leidinggevende

Mutatie inleveren voorafgaande aan de maand waarin de mutatie plaatsvindt bij bedrijfsbureau

* Verplicht in te vullen / aan te kruisen velden

Naam*: Geboortenaam*:

Afdeling*:

Persoonsnummer*: Reg.nr.*:

Ingangsdatum wijziging*:

In te vullen door leidinggevende

Contractgegevens ☐ onbep. tijd* ☐ bep. tijd t/m*:

Afdeling: Kostenplaats:

FWG functienaam:

Arbeidsrelatie: ☐ onbepaalde tijd ☐ min - max contract

☐ bepaalde tijd van t/m

☐ nul-urencontract

Opzegtermijn:

Deeltijdwijziging ☐ onbepaalde tijd* ☐ bepaalde tijd* t/m:

Uren per week: Werkdagen: ☐ ma ☐ di ☐ wo ☐ do ☐ vr ☐ za ☐ zo

☐ wisselende diensten = gem.aantal dagen p.w.

Salaris ☐ onbepaalde tijd* ☐ bepaalde tijd* t/m:

Salarisschaal: ☐ jeugd ☐ aanloop ☐ functie ☐ leerlingenschaal

Anciënniteit: Inpassingstabelnr.:

Salarisbedrag: €

Reden wijziging salaris:

Toelagen ☐ onbepaalde tijd* ☐ bepaalde tijd* t/m:

Soort toelage: ☐ éénmalig, € ☐ bruto* ☐ netto*

☐ vast, € ☐ bruto*

Reden toelage:

Telefoonkosten: ☐ éénmalig ☐ vast, €

Gratificatie: ☐ bruto, € ☐ netto, €

Reden gratificatie:

Soort verlof: ☐ ouderschapsverlof ☐ onbetaald verlof

☐ onbetaald bevallingsverlof (max. 4 weken)

☐ kortdurend zorgverlof ☐ langdurend zorgverlof

Periode verlof: van t/m

Uren aanwezig tijdens verlof:

PGGM voortzetten: ☐ nee ☐ ja, bij > 6 mnd. svp formulier invullen (printen via intranet)

Ontslag

Datum uit dienst (laatste dag in dienst):

Reden uit dienst: ☐ einde (arbeids)overeenkomst bepaalde tijd

☐ persoonlijk ☐ loopbaanmogelijkheden ☐ disfunctioneren

☐ functie ☐ pensioen / OBU ☐ WIA / WAO

☐ werkomstandigheden ☐ overlijden ☐ administratief

☐ arbeidsvoorwaarden ☐ reorganisatie

Vakantie-uren: ☐ inhouden: uur ☐ uitbetalen: uur

Toelichting op mutatie

Voor akkoord met voorafgaande

Handtekening leidinggevende*: Handtekening medewerker*:

Naam leidinggevende*:

Datum*: Overleg PF ☐ ja ☐ nee

In te vullen door P&O bedrijfsbureau

Functiecode: OIR nr.:

☐ CAO-Z ☐ CAO V&V ☐ AMS Org.eenheid:

Deeltijdpercentage:

Periodiekmaand: ☐ datum AOK:

Verhuiskostenvergoeding: ☐ 4% ☐ 10% ☐ 12%

Terugbetaling verhuiskosten: ☐ nee ☐ ja, / deel

Terugbetaling studiekosten: ☐ nee ☐ ja, €

Flexibele Arbeidsvoorwaarden ☐ nee ☐ ja

Exitformulier ☐ nee ☐ ja

Naam: Handtekening: Datum:

Datum: Handtekening / naam medewerker PA Gezien SA

Mutatienummer:

wit = medew. SA., geel = standenregister, groen = ordner PA, blauw = medew. P&O, roze = leidinggevende

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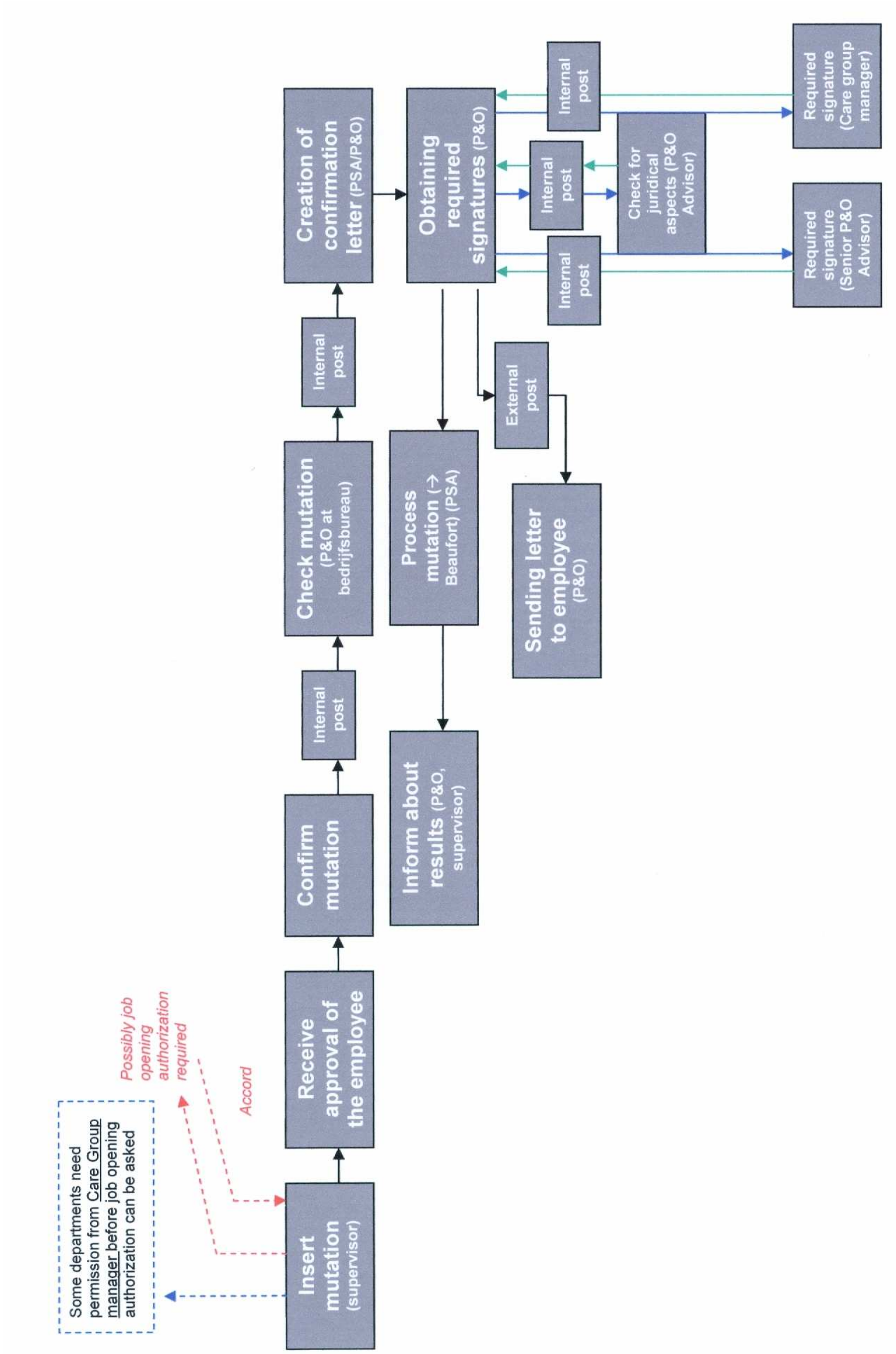
Appendix 6: Flowchart, administration chain of transactional HR processes (before HR portal introduction)



Explanation of the flowchart, tasks

Explanation of the flowchart of the process in which is worked with the paper mutation form (situation before the HR portal).

Supervisor

- Possibly request for job opening authorisation (which is needed for every extra hour that a department wishes to have) is requested
- Prepares mutation
- Sometimes during preparation consults P&O for unclear mutations (for example about approach or current salary scale of employee)
- Talks with employee and fills in left parts of the mutation together with employee (for example signatures)
- Sends mutation with the internal post towards P&O employee at the P&O bedrijfsbureau
- Saves pink form

P&O bedrijfsbureau

<u>After receiving mutation from supervisor</u>

- Receives mutation by internal post from supervisor
- Stamps mutation on the day of arrival with the date
- Takes personnel file
    - o In case of required job opening authorisation checks if this is present and approved
- Checks Beaufort (P&O employee has a reading-authorisation)
    - o Checks for difficulties that can be experienced by PSA
    - o Writes down additional information for the PA employee (for example: function code, functional scale, CAO type and periodical month)
- Sends mutation with internal post towards the PSA department
- Saves blue form

<u>After the letter of PA employee is received</u>

- Receives document of letter created by the PA employee digitally in the e-mail
- Customizes the letter
- Checks for mistakes in letter(s)
- Checks margins (for example: M. of Mrs has to be on 5.1 cm)
- Checks personnel data (for example: number of holiday days)
- Removes any blanc pages
- (Sometimes) checks if mutation is processed correctly into Beaufort (with reading-authorisation)
- Makes the confirmation Memo for supervisor and sends this with internal post towards supervisor
- Prints a letter on stationery, a duplicate of the Memo supervisor, a letter on blanc paper, and the personnel file of the employee concerned towards P&O advisor. Sometimes the P&O employee receives change suggestions from P&O advisor. The P&O employee then creates a new letter with the suggested changes.

<u>After receiving the signed letter and personnel file from P&O advisor</u>

- Sends the signed letter with external post towards employee (confirmation of the mutation for employee)
- Saves copy of the letter into personnel file

PSA department
- Receives mutation with the internal post from P&O employee
- Stamps the mutation on the day of arrival with date and name of department

PA employee
- Notes in list (Excel file) when mutation form was received and whether it was received 'on time', 'too late, but can still be processed', or 'too late for this month'
- If needed, does not work without a copy of the required job opening authorisation
- Checks mutation for completeness
- Possibly has telephone contact with P&O employee for clarification
- Possibly has telephone contact with supervisor for clarification
- Processes the mutation in Beaufort (only when mutation is for period shorter than 62 days) (PA employee has writing-authorisation for Beaufort)
- Creates the letter in officelink, PA employee does not customize
- Sends letter digitally by e-mail towards P&O employee
- Saves green form

SA employee
- Makes connection towards salary administration
- Sends yellow form to the control (on 'standenregister')
- Saves white form into the financial file of employee (contains financial information, salary, time registration etc.)

Control (on 'standenregister')
- Controls on the 'standenregister'
- Saves yellow form

P&O Advisor
- Receives duplicates of letter and supervisor Memo, original letter intended for employee, and personnel file (from the P&O employee with internal post)
- Checks on juridical aspects
- Sometimes suggests changes in the letter and sends the letter with written remarks with internal post towards P&O bedrijfsbureau
- Sends final version of the letter towards senior P&O advisor or care group manager with internal post

Senior P&O advisor or Care Group Manager
- Signs letter sometimes in name of care group manager and sometimes care group managers signs himself/herself
- Sends signed letter back to P&O employee at bedrijfsbureau via internal post

Explanation of the flowchart, time investment

Based on the interviews which I have done in order to get an impression of the old situation, the flowchart of the old situation could be created and explained.

Insert mutation (supervisor)

<u>Tasks</u>

- Possibly a request for job opening authorisation (1-2 weeks)
- Preparation of mutation (7-10 min.)
- Possibly consulting P&O employee (10 min.)
- Talk with employee (10-30 min.)

Receive approval of the employee

<u>Tasks</u>

- Employee gives approval for the mutation (signature) (5 min.)

Confirm mutation (supervisor)

<u>Tasks</u>

- Sends mutation with the internal post towards P&O employee at the P&O bedrijfsbureau (1-2 days)

Check mutation (P&O) (It is possible that mutation form is returned to supervisor)

<u>Tasks</u>

- Checks mutation for missing information or errors (5 min.)
- Checks Beaufort (P&O employee has a reading-authorisation) (10 min.)
    - o Checks for difficulties that can be experienced by PSA
    - o Writes down additional information for the PA employee (for example: function code, functional scale, CAO type and periodical month)
- Sends mutation with internal post towards the PSA department (1-2 days)

Creation of confirmation letter (PSA)

<u>Tasks</u>

- Creation of the letter (PA) (10 min.)
- Sending it towards P&O employee by e-mail (PA) (1 min.)

- Customizing the letter (P&O) (5 min.)
- Supplementing the letter (P&O) (5 min.)
- Checking the letter for mistakes (P&O) (5 min.)

Obtaining required signatures (P&O)

<u>Tasks</u>

- Making the documents for P&O advisor (5 min.)
- Sending P&O advisor the letter so it can be checked for juridical issues (1-2 days)
- Getting the required signatures by sending them to care group manager and senior P&O advisor with internal post (P&O) (1-2 days)
- Time of reaction P&O advisor and care group manager and senior P&O advisor unknown

Sending letter to employee (P&O)

Tasks
- Sending the definite letter to the employee with (external) post (P&O) (1-2 days)

Process mutation (→ Beaufort) (PSA)

Tasks
- Estimate the data of processing the mutation into Beaufort
- (Sometimes making the connection to the salary administration) (SA) (5 min.)
- Process the mutation into Beaufort (PA) (10 min.)

Inform about results (P&O, supervisor)

Tasks
- Archive a copy of the signed letter (5 min.)
- Creation of the confirmation memo for the supervisor (5 min.)

Perceived time for an average mutation

Based on the perceived time investments on the tasks mentioned above, the time an average mutation takes in total can be estimated.