Reframing the Way We Think About HR Processes
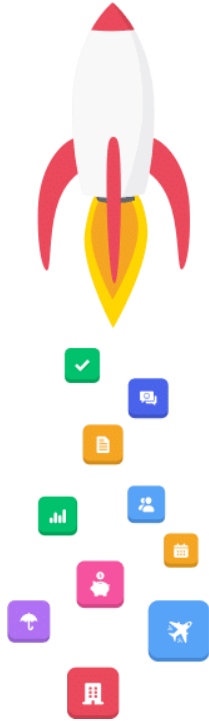
Presented by:
Tricia Richardson, CPP, SPHR, SHRM-SCP

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Our mission is to help small businesses spend **less time on manual HR tasks**, so they can focus on growing **happier, more productive teams**

GoCo

Meet the Expert

Tricia Richardson, CPP, SPHR, SHRM-SCP

Tricia Richardson has more than 25 years of experience in all aspects of workforce management (payroll processing, taxation, employee handbooks, human resources, benefits, etc.). Tricia is a Payroll and Human Resource "nerd" who actually enjoys reading Internal Revenue Code.

Now for the "street cred." Tricia has a Bachelor of Science in Management Studies from the University of Maryland University College. She is a Certified Payroll Professional (CPP) through the American Payroll Association (APA), a Senior Professional in Human Resources (SPHR) through the HR Certification Institute, as well as a Society for Human Resource Management Senior Certified Professional (SHRM-SCP).

For the National American Payroll Association, Tricia is a Member of the National Speakers Bureau and a Contributing Writer to Paytech Magazine, a regular periodical provided to over 20,000 Members.

AGENDA

- Solutions & Tools

- Roadmap for Successful Technology Implementation

- Move from Transactional to Strategic

- Return on Investment

Consider the life cycle of the employee

- Recruiting and retention
- Applicant tracking
- Onboarding
- Benefit management (health, retirement, pet insurance, etc.)
- Compensation management
- Performance management
- Succession planning
- Learning and training
- Family Medical Leave (FMLA), injuries, accommodations
- Time and attendance
- Payroll and tax payments & forms

Recruiting

- Automated and integrated applicant process
- Searchable database of skill sets
- "Knock-out" questions
- Customizable!
- Workflows to expedite candidates through the system
- Automatic email responses, text notifications and interview scheduling
- Remain compliant with job advertising, application, interview and documentation requirements (use a template)

Onboarding

- Data flow from application
- Electronic document and information completion – stay compliant with deadlines
- Compliance with new hire forms (I-9s, tax forms, handbook acknowledgements, training schedules, etc.)
- Workflows for new hire events
- Equipment assignment
- Customizable (role, position, department, supervisor)!

Benefits and Open Enrollment

- AI to assist employees with choosing the best benefit options
- Step-by-step intuitive process for electronic enrollment
- Provide automatic, scheduled reports to brokers (or give limited access)
- Email and text alerts as reminders
- Links to brokers for more information and help
- Ensure compliance with information collection, reminders and workflows
- Deductions flow automatically to payroll
- Affordable Care Act reporting, eligibility tracking and codes

Performance Management

- Interactive process with input from employees, co-workers, managers and other stakeholders
- Ensure compliance with documented employee incidents (good and bad)
- Workflows with due date reminders – keep performance reviews timely
- Combine compensation management with performance with analytics
- Automated goal tracking
- Customizable!

Learning Management

- Create personalized training (videos, interactive games)
- Maintain compliance with Federal, State, Local and business-required trainings
- Training updates tracked electronically; expiration alerts; electronically store certifications and backup documentation
- Track employee certifications, trainings, etc. - automatic expiration alerts
- Customizable!

Timekeeping

- Ensure compliance with wage and hour laws
- Web-based, timeclocks, bio scanners, geo-tracking
- Workflows and alerts to ensure timesheets are approved
- Alerts to correct missed punches, overtime, late/early arrivals and departures
- Employee attendance, clock in and out times and other metrics to help with scheduling
- No data-entry errors – automatic integration with payroll
- Avoid confusion – "pay by the punch"

Payroll

- Overtime calculations – compliance with wage and hour laws
- Alerts – employees paid or not paid; threshold limits for wages and hours (audit)
- Track fringe benefits limits (tuition reimbursement, auto fringe, etc.)
- Earned Wage Access (on-demand pay)
- Garnishment compliance
- Direct deposit, paycards, checks
- Compliance with paystub reporting requirements
- Total Compensation Statements

Taxes and Accounting

- Integrate expense reimbursements with payroll
- Manage independent contractors with payroll (new hire reporting, backup withholding, compliance, tax forms, direct deposit)
- Multi-State taxation compliance
- Compliance with tax payments and form filings
- General Ledger uploads automatically created – alerts for unassigned amounts

Reporting

- Analytics, productivity, etc.
- Reporting for EEO-1, Vets 4212, OSHA 300 or Affirmative Action data
- Payroll Based Journal (PBJ) reporting
- Labor distribution reports
- Workers compensation cost management
- Track employee uniform sizes, laptop information, etc.
- Customizable!

Policies and Procedures

- Electronic and searchable policies and procedures
- Documented processes with checklists
- Audit trails
- Policy acknowledgements alerts – store automatically in employee record
- Use workflows for processes (new hire, terminations, FMLA, injury reporting, etc.)
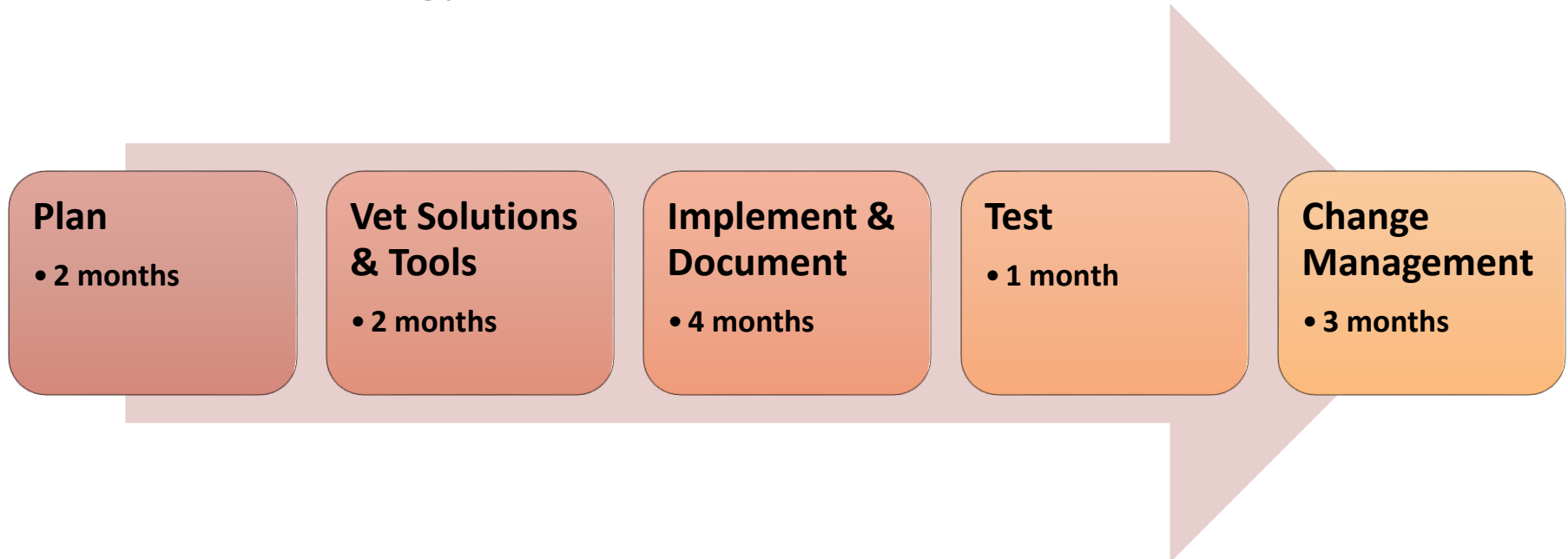
Employee Empowerment

- Enter time, request time off, update tax forms, change direct deposit, address, etc.
- Shift coverage
- 24/7 access to paystubs, W-2s, 1095s
- Document storage (garnishments, health benefit forms, retirement allocation documents, jury summons, FMLA documents, etc.) – transparency with employee
- Enable employees to send positive feedback to others – share with everyone automatically
- Real-time accruals
- Send surveys to employees – find out what employees value and need

Solutions
& Tools

**Roadmap for Successful
Technology Implementation**

From Transactional
To Strategic

Return on
Investment

Processes and Departments

- Human Resources
- Benefits
- Payroll
- Accounting
- Technology

Consumers and Customers

- Employees
- Managers
- Vendors
- Technology

Plan
- 2 months

**Vet Solutions
& Tools**
- 2 months

**Implement &
Document**
- 4 months

Test
- 1 month

**Change
Management**
- 3 months

Solutions
& Tools

**Roadmap for Successful
Technology Implementation**

From Transactional
To Strategic

Return on
Investment

Make a List

- What are you doing on paper, spreadsheets, by Email
- What vendors or solutions are you using
- What are your future plans and strategic goals
- Organize the list by "must haves", "needs", "wants" and "would be nice to have"
- Are there overlapping processes?

Plan

- **2 months**

Budget

- Implementation costs as well as ongoing fees
- Vendor pricing may be "apples-to-oranges"
- Negotiate!
- Can you save money replacing redundant systems

Plan
- 2 months

Vet Solutions & Tools
- 2 months

- Choose from fully integrated systems that are web-based, will work with your IT platform(s) and require two-factor authorization
- Ask peers for recommendations
- Provide the "list" to possible vendors (can narrow list to 2 or 3)
- All departments should attend demos – meet as a group to compare feedback
- Vendors' Disaster Recovery Plan and SOC Audit
- State(s) with Local Taxes – make sure the system can handle these
- Can the system handle multi-State and Local taxation requirements

- Prepare a timeline with vendor – work back from the 1st punch date (preferably new year for 1st pay)
- Request 1 project manager from the vendor and your company to coordinate implementation to streamline communication
- Stick to the List/Plan – building a house
- Deadlines should be non-negotiable – HOWEVER – do not let the rush the process
- Make sure training is part of the timeline
- Choose employees from all levels and departments for testing (employees resistant to change, employees who thrive in change, employees not comfortable in technology)

Implement & Document

- **4 months**

Test

- **1 month**

- Lock down security protocols
- Segregation of duties (not everyone should be able to do everything)
- Security by role, not individual
- Audit controls
- The system should be completely web-based with a mobile app that provides the same functionality as the web version
- Documentation – contingency, backup, efficiency – will demonstrate all that you do!
- Share the documentation with the vendor

Implement & Document

- 4 months

Test

- 1 month

- Try to break it!
- Parallel processes (all of them)
- Ask for "beta testers" (from all change-comfortable zones and roles)

Test

- 1 month

Change Management

- 3 months

- Tell the story of the change (what, why, when, etc.)
- Relate to users - empathize
- Encourage and empower feedback
- Regularly check-in
- All voices are equal

Change Management

- 3 months

Compromise!
Everyone will not get everything they want
– use the priorities outlined in the "list"

If doing it the same way because it has "always worked" were true
– why are you looking at a different solution?

- Search the history of applicants for new recruits

- Staffing needs – alerts to managers when an employee is approaching certain hour thresholds; reporting on hours worked in cost centers vs budgeted hours

- Real-time reporting on workloads based on overtime reports that can be detailed to levels as "deep" as you need – move schedules, workers, or reassign work

- Recruiting – save costs on outside vendors and use your own integrated system; applicants can be viewed by all employees that would be involved in the position hiring

- Comparative metrics with peers in the workforce

- Turnover trends (is it the manager?)

- Timekeeping automatically migrate to Payroll allowing Payroll the ability to complete detail audit reviews and reasonability of costs;

- Employees can be trained to better understand how their Paycheck works, taxation, etc. and mitigate that "my paycheck was wrong" angst

- Documentation storage (emails, garnishments, supporting documentation for adjustments to pay, etc.)

- Employee Performance Management – tracking issues and concerns electronically in each employee record; Performance Reviews tracked through Workflows and stored electronically for historical reference

- Time off alerts to manage leave balances, ensure all shifts are covered and see trends

- Expand on training topics for employees (stress management, ergonomics, etc.)

- Analytics and metrics regarding injury trends – Safety Committees

- Scheduling management – generate reports on employee attendance; clock in and out times for time and attendance review

- EEO-1, Vets 4212, OSHA 300, or Affirmative Action data – no need to track this data in a separate spreadsheet or process manually (data already in the system)

- Compliance with Federal and State metric reporting

- Affordable Care Act – 1095's (track eligibility, codes, etc.)

Solutions
& Tools

Roadmap for Successful
Technology Implementation

From Transactional
To Strategic

Return on
Investment

- General ledger – uploads and integration with accounting; labor distribution reports for analytics

- Ad hoc reports – if the data is there, you can generate a report

- Schedule automatic report deliveries

- Managers can be trained on using reporting, analytics and metrics to work strategically and increase the productivity of their departments

- Scheduling reports can be viewed to include overlaps to minimize costs and over-staffing

Workforce Management Systems are inherently collaborative – leadership can work together to solve problems!

For example: After reviewing data, Human Resources has noticed an increase in turnover specific to a department. Exit interview summary information has shown a lack of confidence in leadership as a common theme. Performance management metrics have shown this same department has the lowest ranking reviews of any other department.

A meeting is schedule with leadership to discuss these metrics.

There may be a management problem that can be solved to reduce turnover and increase productivity.

- December 2019 Ernst & Young Report Estimating Labor and Non-Labor Costs Associated with Common Human Resources (HR) Functions/Tasks Cost Update 2019 reports that the cost to an employer for manual transactions is $4.51 per employee – many of these can be automated with an integrated system

- Collected vs paid benefit variances automatically identified – save money and time

- Increased productivity (engaged and empowered employees just work better)

- Employer "branding" will improve (employee satisfaction and diversity statistics, etc.)

- Reduced turnover costs – actively prevent employee concerns and issues

- Less opportunity for data-entry errors