



Human Resources Today

Expert insights. Personalized for you.

CONNECTING THE DOTS BETWEEN YOUR **HR** **SYSTEMS STRATEGY** AND **STRATEGIC HR**

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SAPIENT
INSIGHTS GROUP

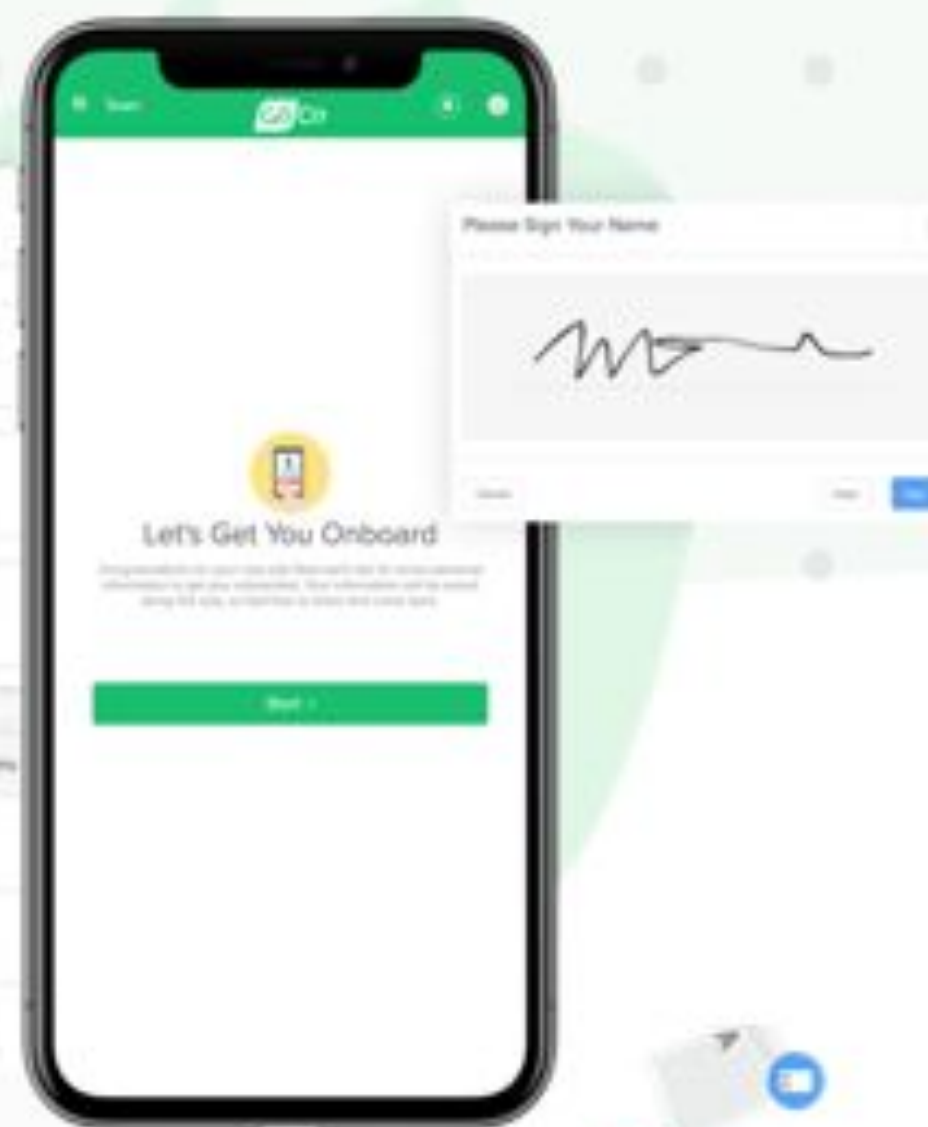
**NOVEMBER 15, 2022 AT 9:30 AM
PT, 12:30 PM ET, 5:30 PM BST**



Our mission at GoCo is to help small businesses spend less time on manual, painful, and complex HR tasks, so they can focus on growing happier, more productive teams. We hope by doing so, we can empower companies to focus on their own employees and mission.

Backed by notable investors such as Salesforce Ventures and featured as the #1 HR platform in Forbes, Huffington Post, and Entrepreneur Magazine, GoCo is delivering a more delightful workplace to thousands of businesses and their employees.

Learn more about what separates us from the pack at goco.com



One-Stop Shop

No more repeated data entry, admin, or juggling multiple platforms. GoCo's HRIS is a one-stop shop for all things HR.



 Questions 

Click on the **Questions** panel to interact with the presenters

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TODAY'S WEBINAR SESSION

01

Introductions and Context Setting

02

The HR Systems Market - A Complex Environment
Requiring a Comprehensive HR Systems Strategy

03

Why an HR Systems Strategy Matters

04

Working Through the Elements of an HR Systems
Strategy

05

Question and Answer

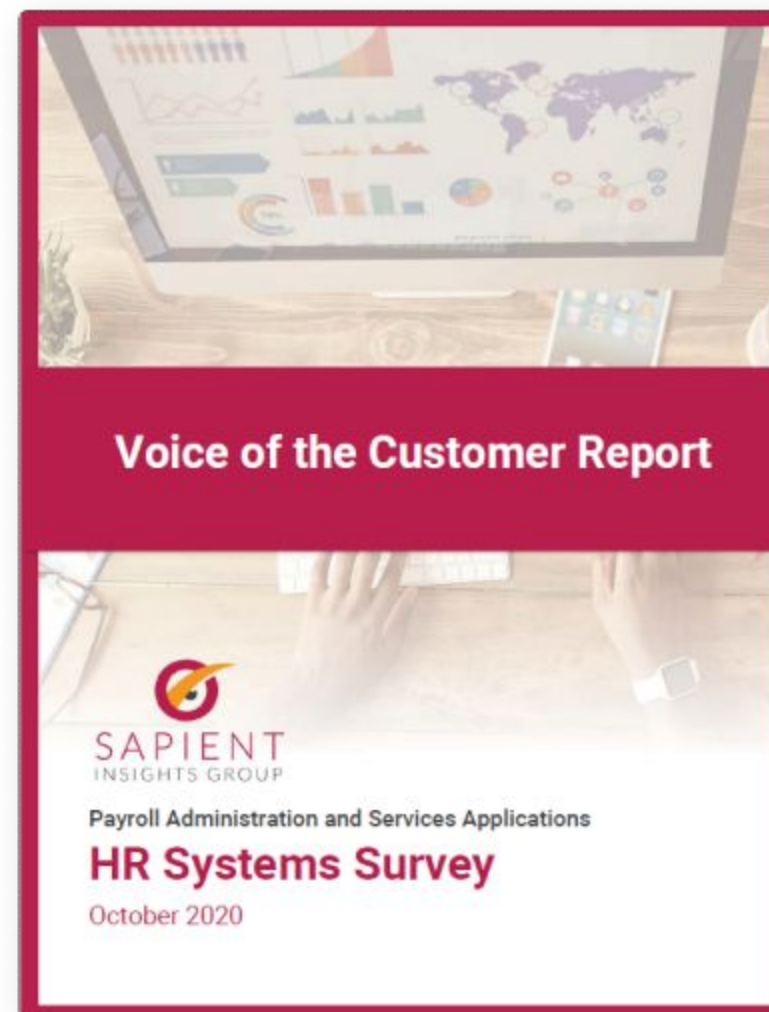


OUR INDUSTRY RESEARCH - OVER 25 YEARS OF DATA GATHERING



THE MOST COMPREHENSIVE SURVEYS IN THE INDUSTRY

- Organization outcomes, finances, culture
- Strategy, Process, and Structure
- All application areas, including analytics
- Change, Implementation, Optimization
- Security, Data Privacy, Standards
- Vendor Landscape, VOC perceptions
- Resourcing, Expenditures, Budgets
- Emerging Technologies and Trends



THE COMPLEXITY OF THE HR TECH LANDSCAPE



- **COMPLEXITY CAN CREATE EITHER CHAOS OR ORDER, THE DIFFERENCE IS PLANNING**

THE AVERAGE HR TECHNOLOGY ENVIRONMENT IS COMPLEX AT ANY SIZE

		Average HR Tech Environment			
		10,000 + EE	2000 – 501 EE	500-99 EE	< 99 EE
	Major HR Modules	26.6	7-10	5 - 8	3 - 5
	HR System Integrations	110.5	5	2	N/A
	Annual Per Employee HR Tech Cost	\$132	\$295	\$331	\$371
	HRMS Ownership Yrs	6.8	4.49	5.4	5.7

WE TRACK OVER 250 VENDORS

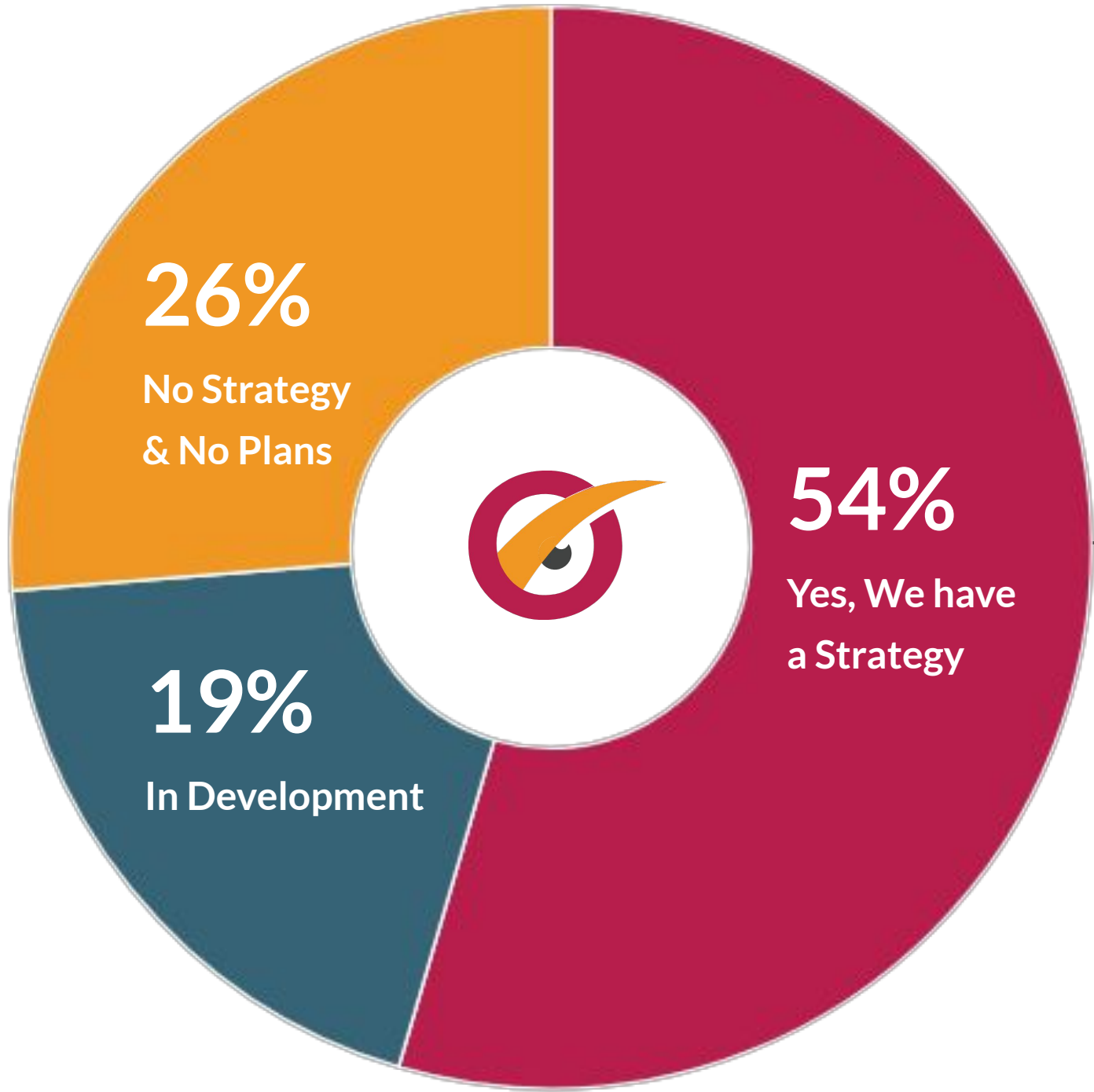
ACROSS 56 HR APPLICATIONS



HR SYSTEMS
ADOPTION
BLUEPRINT



WHY SPEND TIME ON AN ADAPTABLE HR SYSTEMS STRATEGY?



Only **39%**

update their HR Systems Strategy Regularly

Source: Sapient Insights 2022 HR Systems Survey

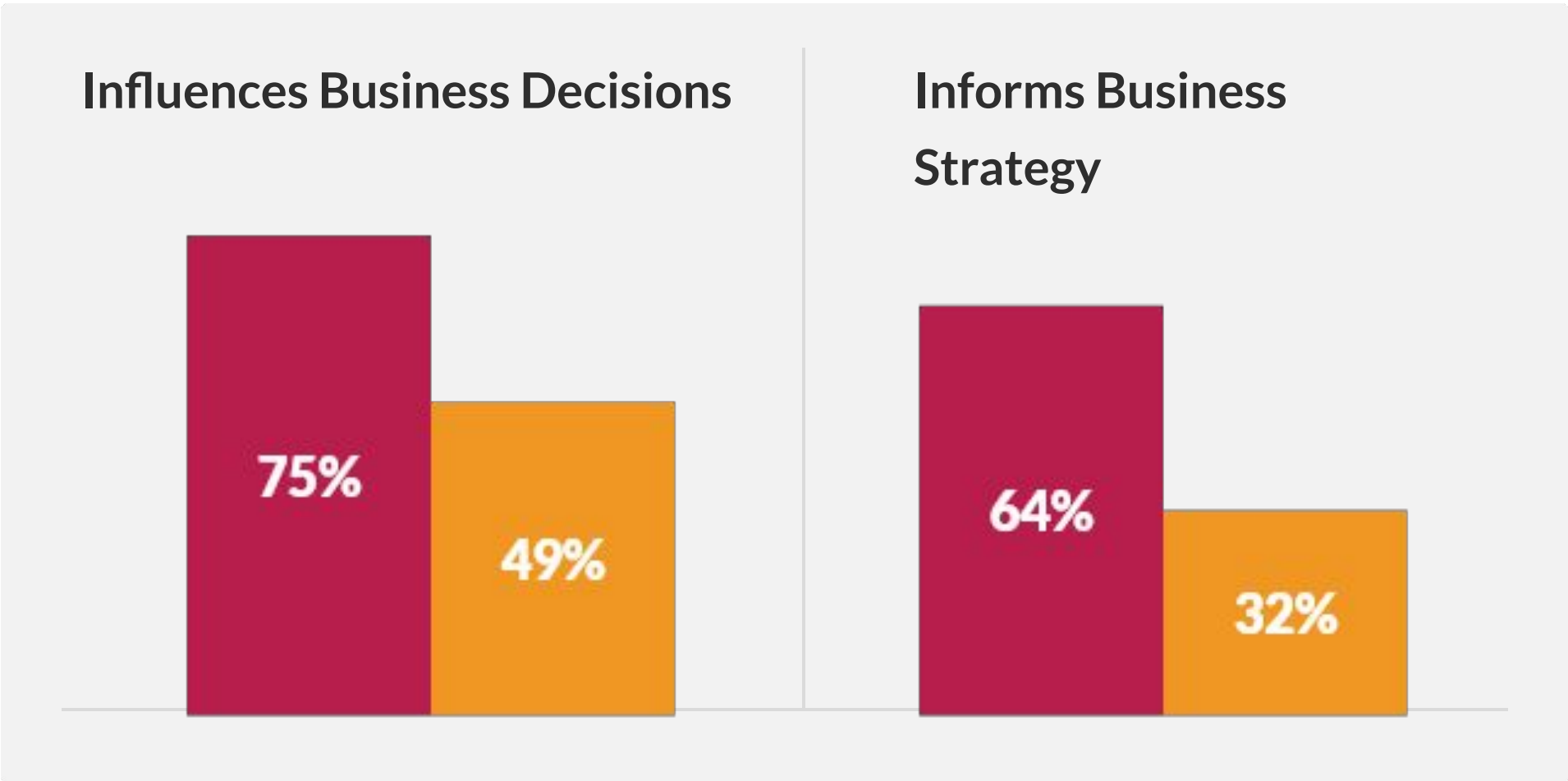
REGULARLY UPDATED HR SYSTEMS STRATEGY ALIGNS WITH MANY POSITIVES

Organization's Perception of HR

PERCEPTION OF HR AS A STRATEGIC BUSINESS PARTNER



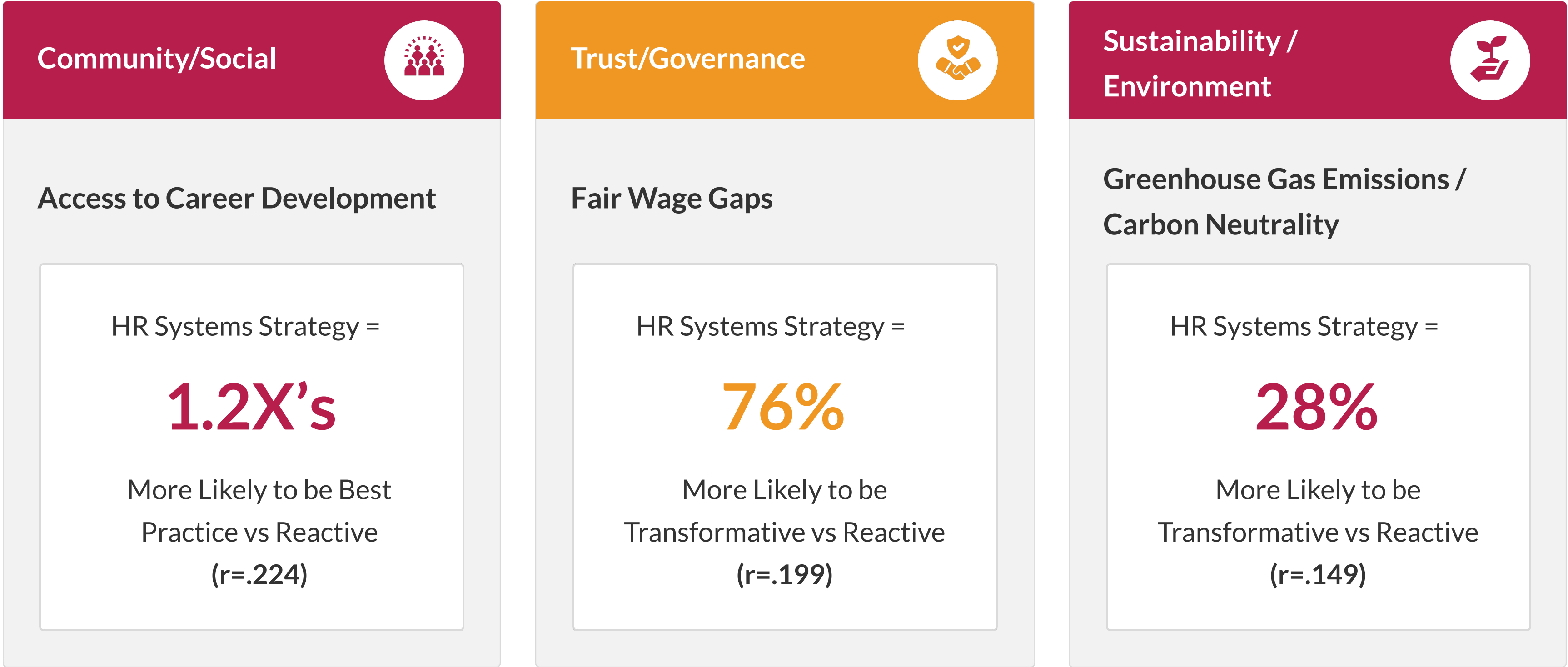
HR TECHNOLOGY IS USED TO...



■ Regularly Updated Strategy ■ No Strategy

Source: Sapient Insights 2021 HR Systems Survey

ENVIRONMENTAL, SOCIAL, AND GOVERNANCE CONNECTIONS (ESG)

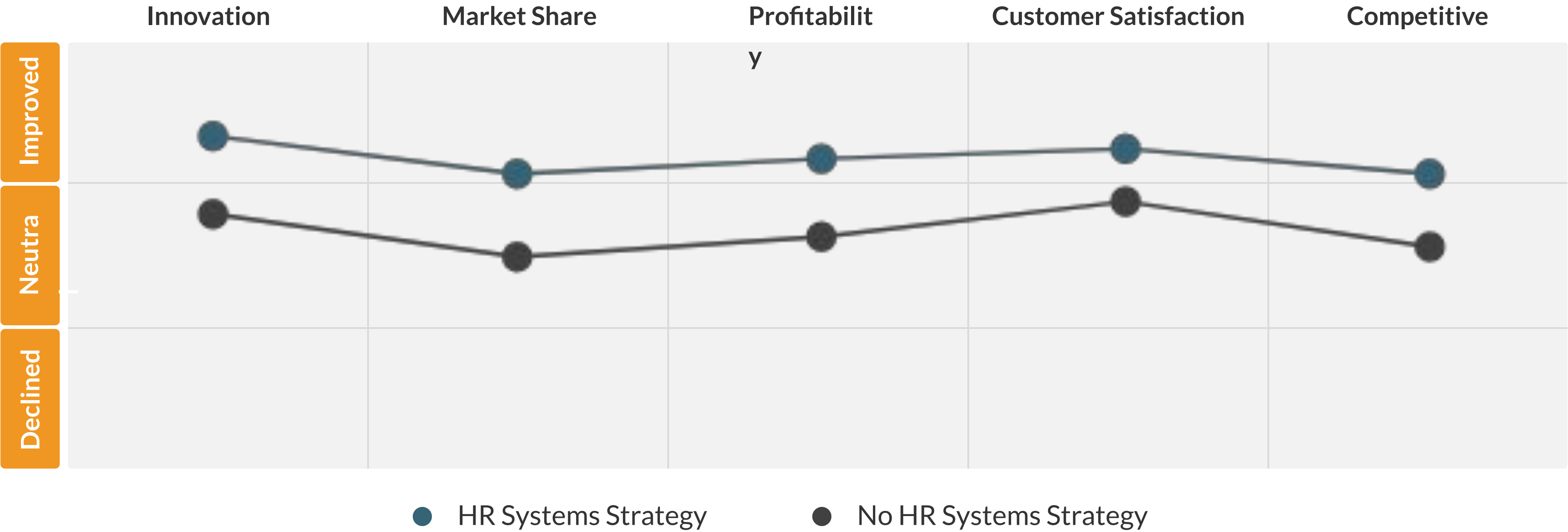


Source: Sapient Insights 2022 HR Systems Survey

WHY FOCUS ON AN ADAPTABLE HR SYSTEMS STRATEGY AND OUTCOMES

BECAUSE BUSINESS OUTCOMES MATTER...
HAVE THEY DECLINED OR IMPROVED IN THE LAST 12 MONTHS?

 **10%**
Increase



ELEMENTS OF AN HR SYSTEMS STRATEGY



- **RESPECT THE BUILDING BLOCKS, MASTER THE FUNDAMENTALS, AND THE POTENTIAL IS UNLIMITED**

THINK ABOUT YOUR HR SYSTEMS DIFFERENTLY



HR Systems should not be viewed as a project or standalone application



HR System environments should be viewed as a complex community that requires constant care....



10 ELEMENTS OF AN HR SYSTEMS STRATEGY



LOOKING INWARD....

- Business/Mission Drivers
- Culture, Scale & Scope
- Current State Blueprint
- Benchmarking Analysis
- Gap Analysis and Necessary Changes

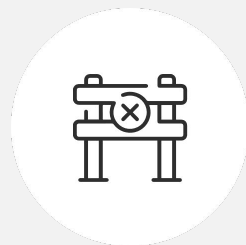


LOOKING FORWARD....

- Future State Blueprint
- Phased Roadmaps
- Governance & Change Management
- Expenditures & Budget
- Resourcing & Outsourcing

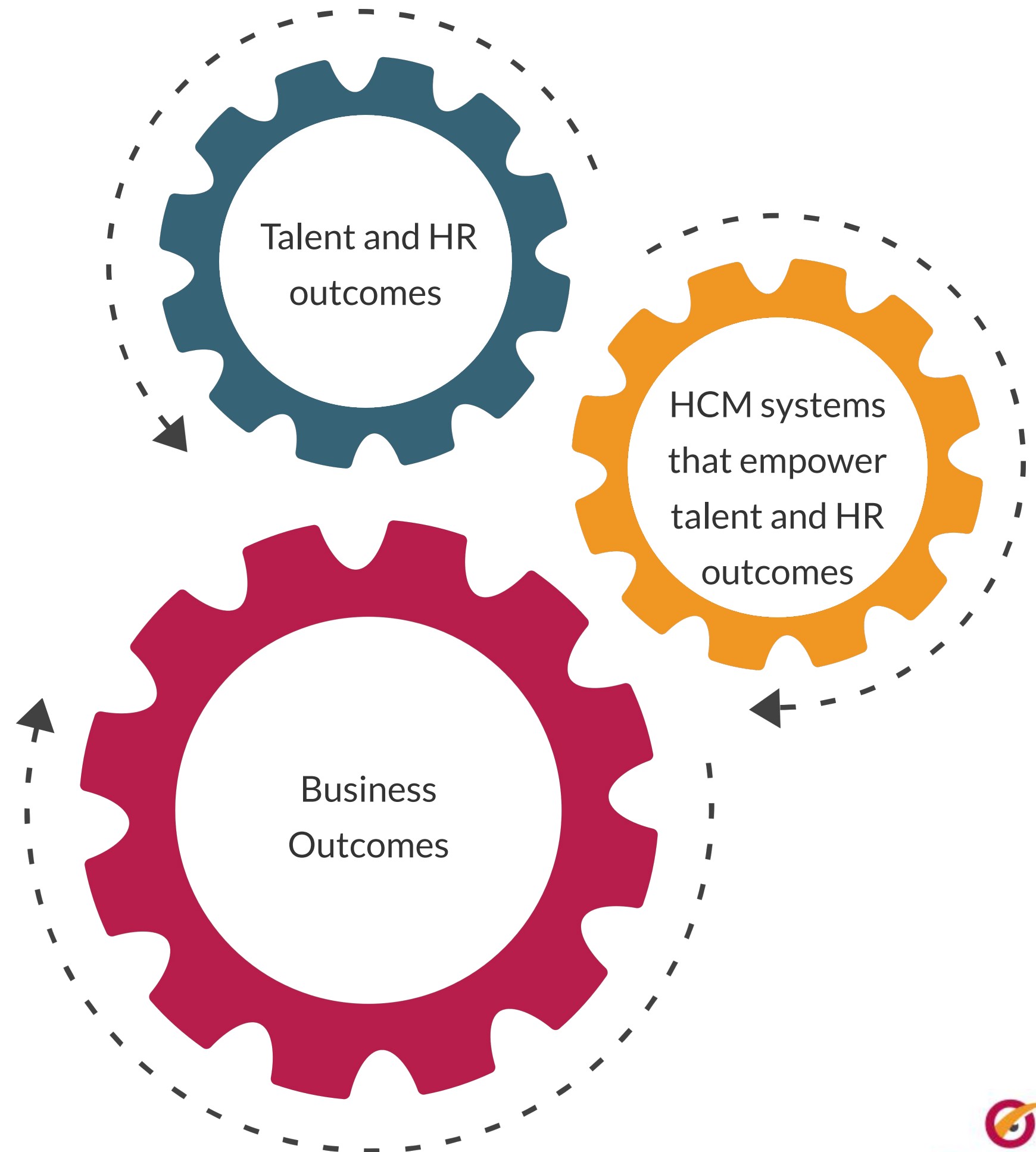
1. BUSINESS MISSION/DRIVERS

- Documentation of the prioritized business outcomes and the talent and HR outcomes required to achieve those business results.
- Note HCM system capabilities (or gaps) that impact the achievement of the talent and HR outcomes required.



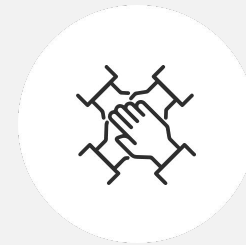
One of the most common barriers we hear from HR practitioners is that they can't complete an HR Systems strategy because they aren't clear on the business or HR strategy.

How do you work past this as an HR Tech practitioner?



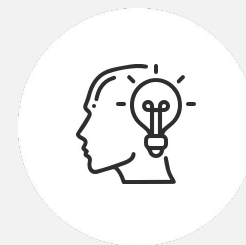
2. CULTURE, SCALE AND SCOPE

- Document the organization's cultural environment in terms of HR technology selection and adoption. This section of your plan should include a detailed understanding of the makeup of the organization's workforce and the key HR technologies in use by each segment of the workforce. Note where any segment of the workforce has needs for a specialized HR technology or custom solution.



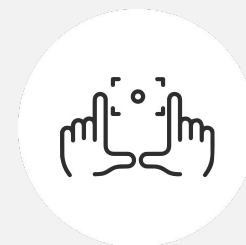
Culture: More than Words on a Wall

- How are decisions made in the organization?
- What are the cultural inconsistencies between what is said and what is done?
- What is valued the most by organizational leaders?



Scale: Thinking about today and tomorrow

- Is there a five-year vision for growth
- Is there a possibility of going global



Scope: Know your users, stakeholders, and support model

- Know workforce demographics current and predictive
- Be aware of any external audiences that might use your applications

3. CURRENT STATE BLUEPRINT

- At minimum, your organization should have a standardized template with detailed information about each HR application you currently have - whether it's live, in development or being implemented.

Sapient Insights Group HR Systems Blueprint

Is a great checklist tool, Let's Review!

Having a thorough understanding of your current state:

- Reduces knowledge gaps as HR talent comes and goes
- 'Knowing your stuff' and having it on paper builds credibility with business partners and internal executives
- You really can't have a solid go-forward strategy if you don't know the details of your starting place!



4. BENCHMARKING ANALYSIS

- A critical part of formulating your system strategy is to understand the broader HR systems market and the trends within your industry or region. That's not to say you need to measure up to the industry to be successful in meeting the needs of your business, but it is important to decide which industry benchmarks are relevant to your situation and strategic goals.



KEY BENCHMARKING QUESTIONS:

- What is your goal in benchmarking?
- When was the data captured?
- Where was the data sourced?
- What is the range in size, industry, global, or regional?
- Is the data set statistically significant, if not is it still useful?
- What was the original purpose for the data being captured?
- Can you benchmark your size, industry, region? Individually, or all at once?
- Has the data or research been replicated over time or by other researchers?

SAPIENT INSIGHTS FRAMEWORK FOR THINKING ABOUT BENCHMARKING

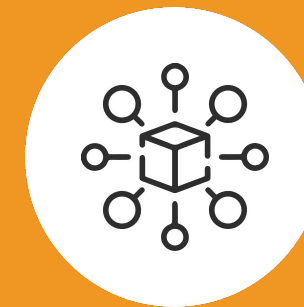
Living up to the notion of Best Practices is stressful!

We continually hear from clients that Best Practices are a utopian ideal that often doesn't seem achievable.

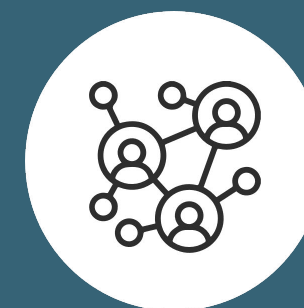
We prefer to think in terms of **Common Practices, Promising Practices and Proven Practices.**



PROVEN PRACTICES



PROMISING PRACTICES



COMMON PRACTICES

5. GAP ANALYSIS & CHANGE

- Gap analysis and recommended changes based on business, talent, and HR outcomes as well as peer benchmarking analysis.

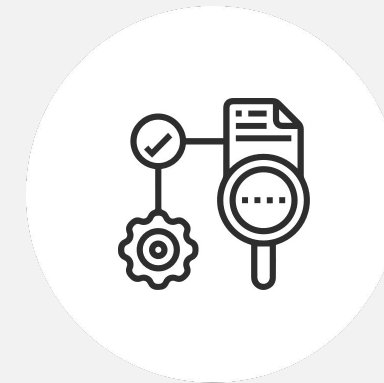


Figure out a model or framework for making a decision that works for your organization

SIGNALS THAT IT'S TIME TO REPLACE YOUR HR SOFTWARE

- The answer to every question is an export
- Mission critical processes are being completed manually
- Integrations constantly break or need upgrading
- Help desk calls are increasing versus going down
- Business leaders don't have the data or reports they need to make decisions



6. FUTURE STATE BLUEPRINT



- A clear vision of the future state of the Enterprise HCM Systems environment, including adoption expectations, user experience factors, and expected business outcomes.

There is no set formula for defining your future state blueprint but let's explore some proven practices for making technology decisions:



Managing Requests for New Functionality/ Systems



Balancing Act: Run the Business; Grow the Business; Innovate

7. PHASED ROADMAPS

A key component of your strategy is to broadly define:

- timing of projects
- project phases
- inter-dependencies between projects and phases



How many of you create strategic roadmaps and keep them current?

Does anyone use Agile product management for their HR systems?



Visual roadmaps are most effective means to map out project components on a timeline. Working from a roadmap, your team can easily align project resourcing plans, communication plans, adoption tactics and measurements and project KPIs/analytics.



8. GOVERNANCE & CHANGE MANAGEMENT

It's rare to find an organization that doesn't have some form of a shared governance model in place in today's SaaS world.

Developing a governance framework for your organization is a project in and of itself.



When thinking through governance, be sure to consider:

- Decision making model
 - How are strategic decisions made?
 - How are operational/functional configuration decisions made?
 - Who makes decisions around data management/data ethics?
- How are decision makers partnering with stakeholders from procurement, legal, compliance/audit, etc.?

These are rarely the same people, but these decision makers need to be aligned

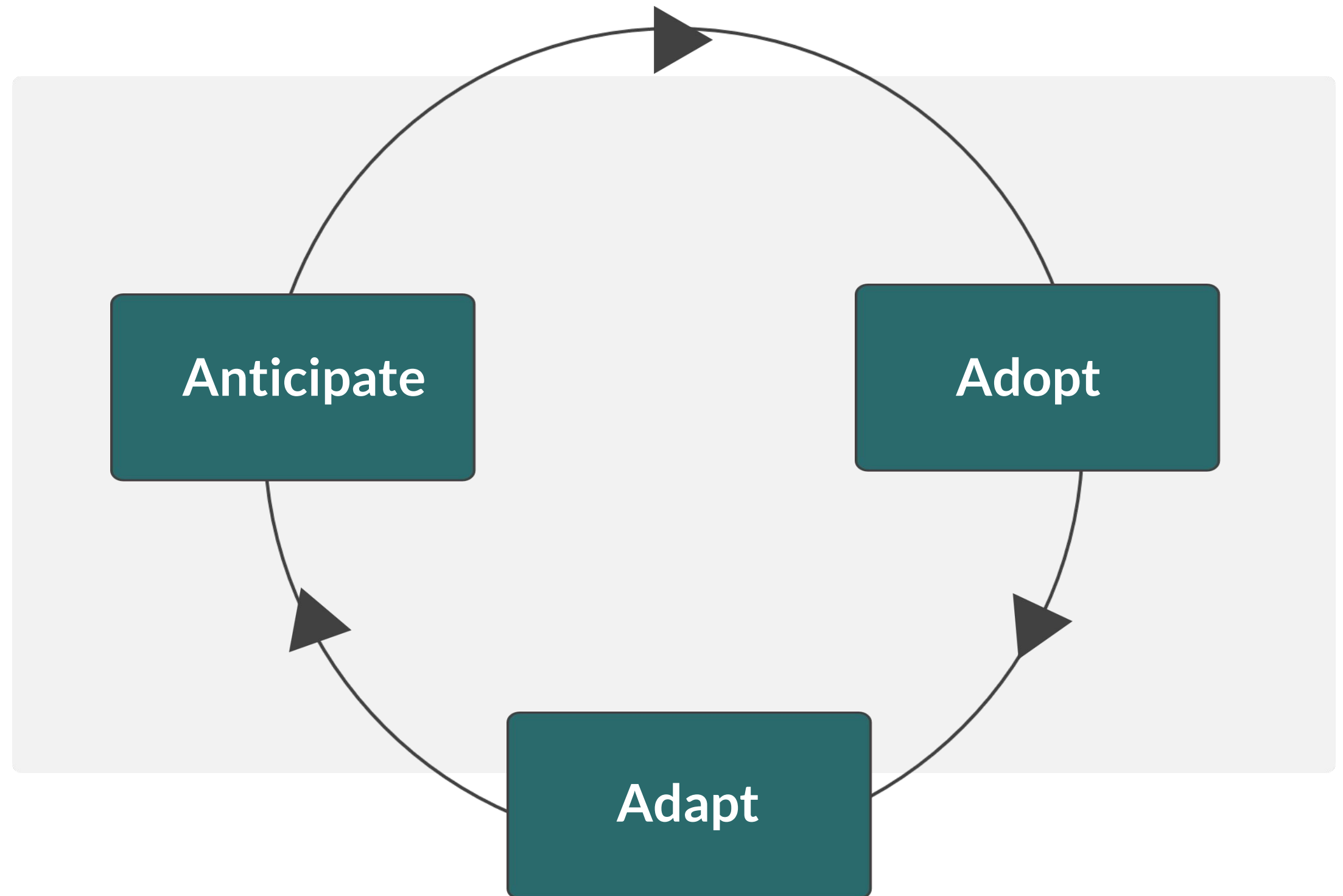
WHAT IS A CULTURE OF ADAPTIVE CHANGE MANAGEMENT?

Creating a Culture of Change

Raising awareness of the importance of innovation, thought leadership, and need to adapt to fast and continuous change.

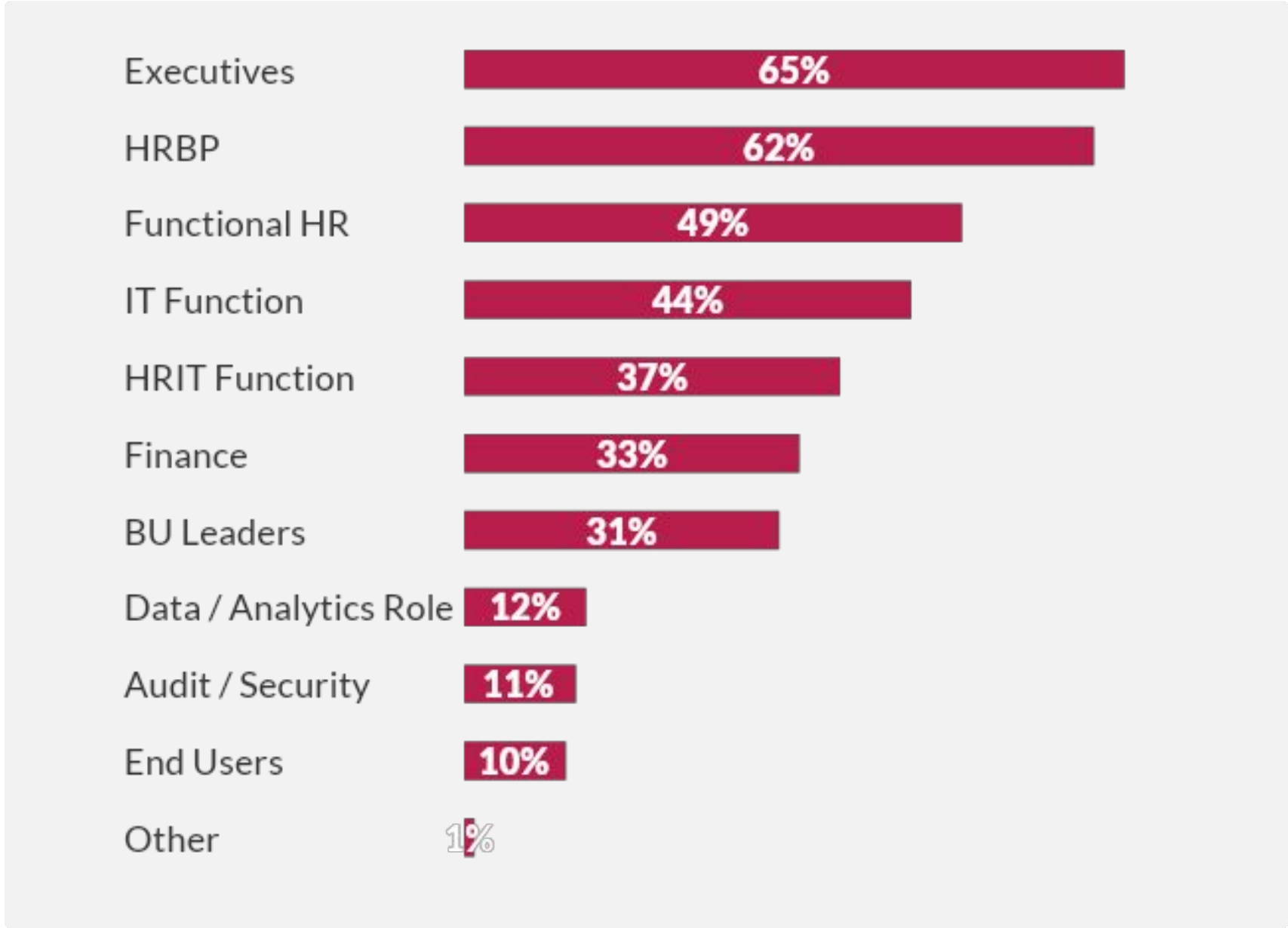
Shifting from Project to Continuous :

- From “requirements” to “process anticipation”
- To “Adopt and Adapt” for business
- From “a change” to “continuous change”

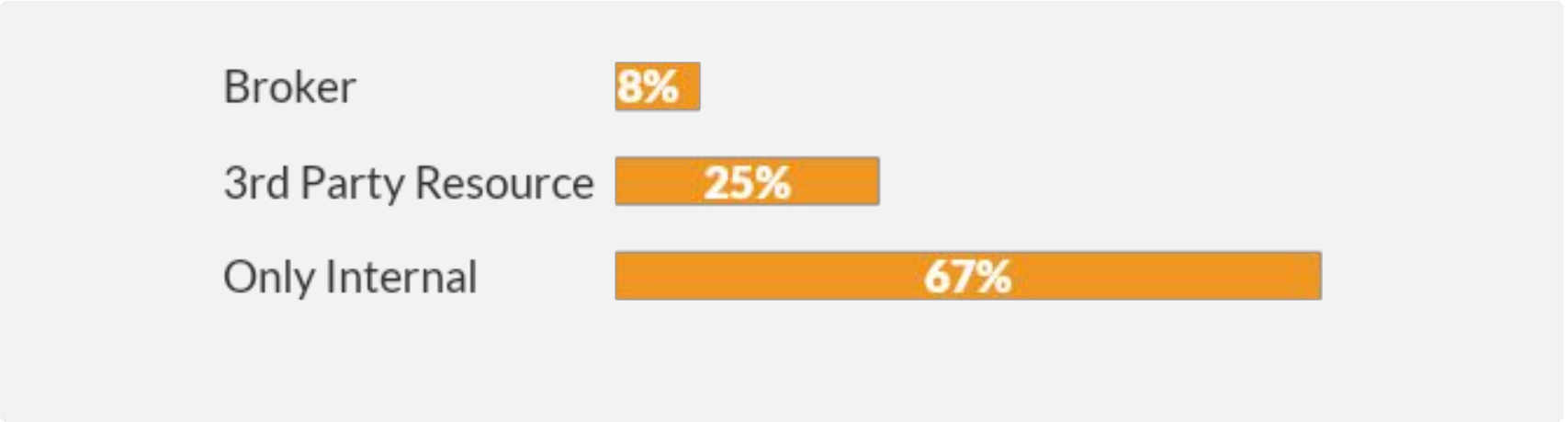


WHO PARTICIPATES IN THE HR TECHNOLOGY SELECTION PROCESS

INTERNAL HR TECHNOLOGY SELECTION TEAM



EXTERNAL HR TECHNOLOGY SELECTION SUPPORT



Source: Sapient Insights 2021 HR Systems Survey

9. EXPENDITURES AND BUDGET

- Past expenditures and future budgets for Enterprise HCM environments

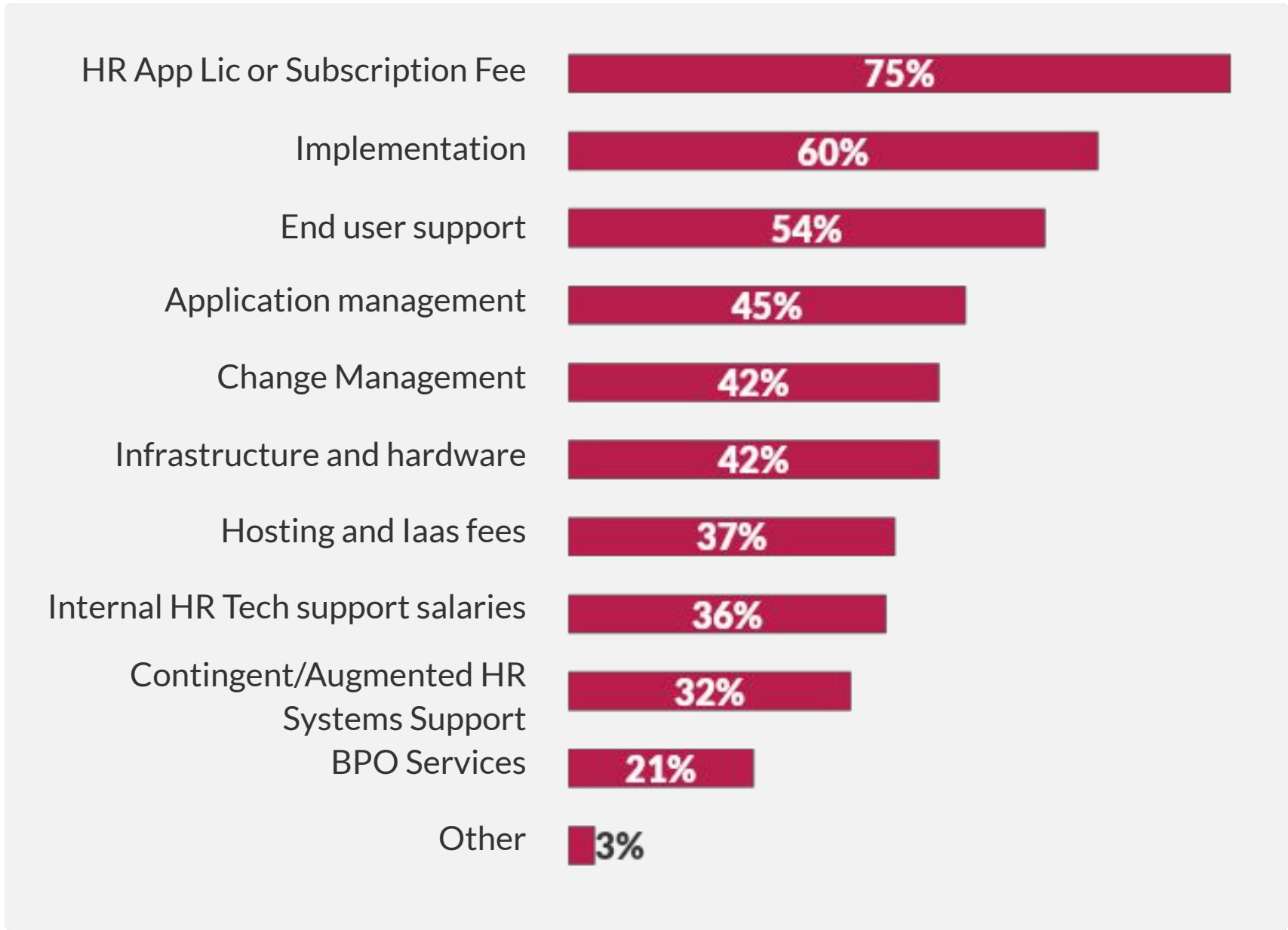


- Who owns the budget for each system?
- What are all the elements that you budget for in a year?

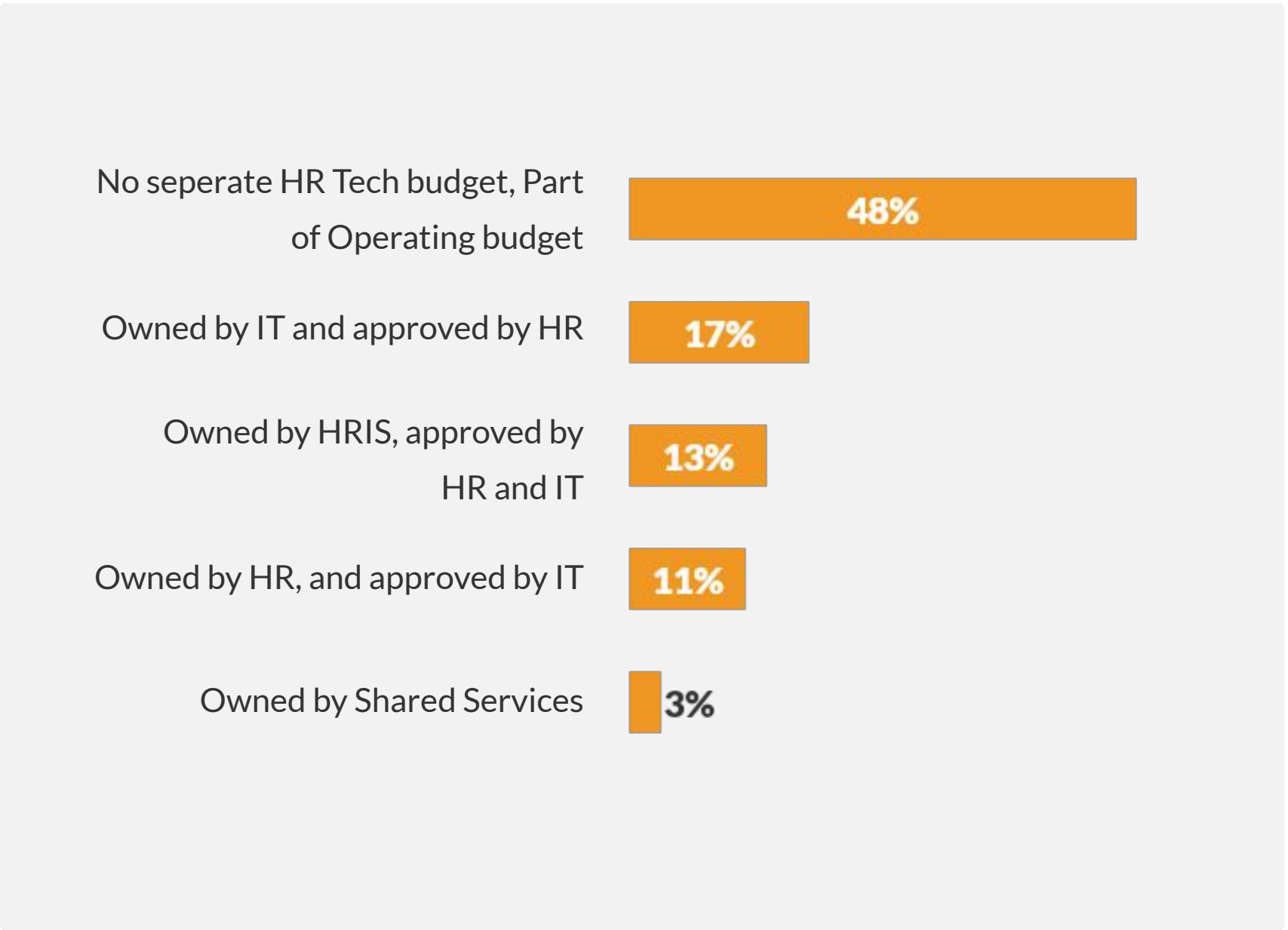


EXPENDITURES AND BUDGETING - FOOD FOR THOUGHT

INCLUDED IN HR TECHNOLOGY BUDGET



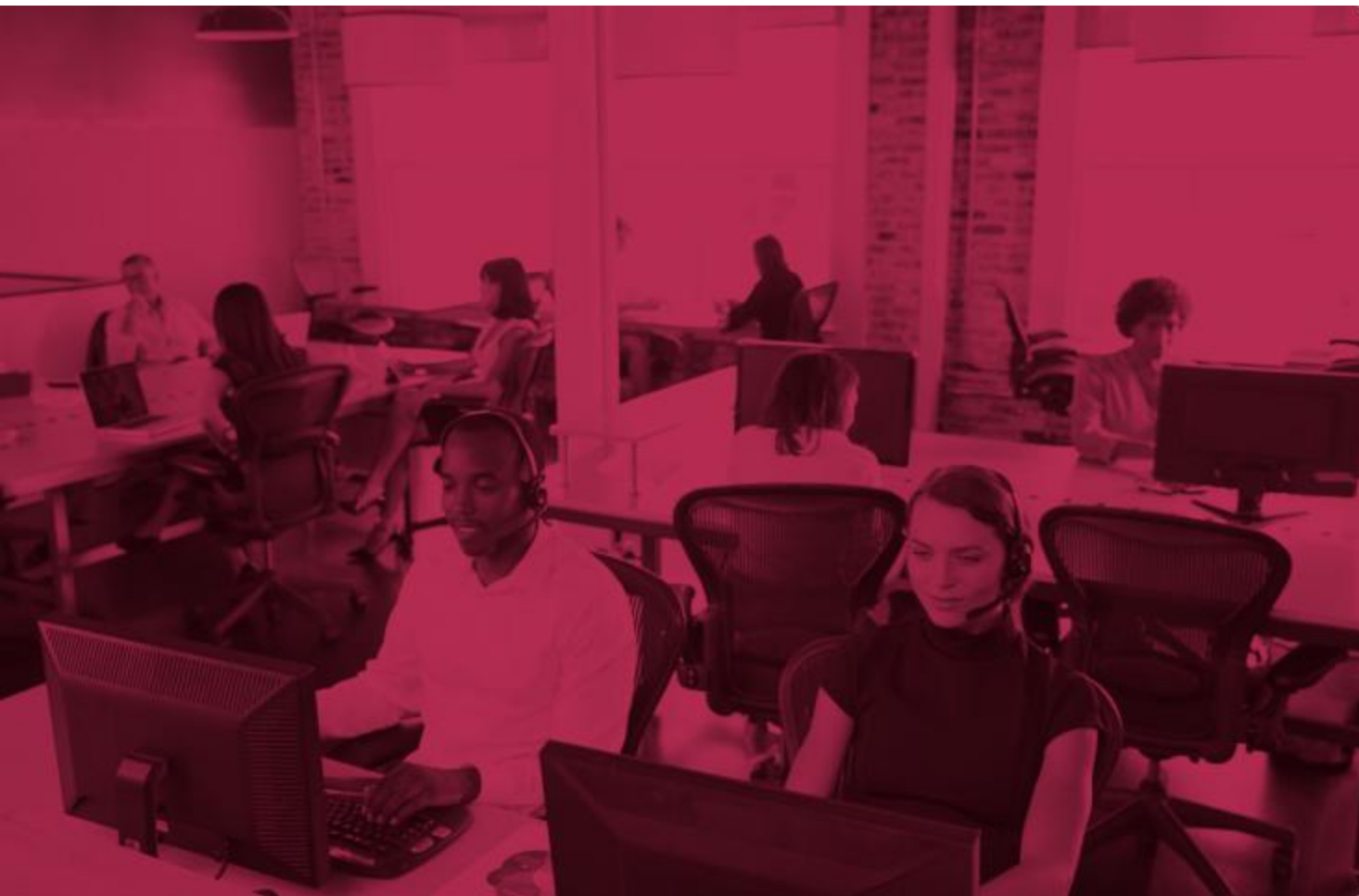
WHO OWNS THE HR TECHNOLOGY BUDGET



Source: Sapient Insights 2021 HR Systems Survey

10. RESOURCING & OUTSOURCING

- Careful account of both internal and external resources, as well as outsourcing agreements that support the Enterprise HCM Systems environments



1.

Common practices to date are a moot point in the face of today's talent shortage. What is your company's overall strategy in relation to resourcing and outsourcing? What are you doing differently since spring 2020 in terms of resourcing?

2.

Today's staffing environment calls for creativity in balancing your use of full-time staff and augmenting with contractors, managed services and on-demand service partner relationships. How are you managing for resourcing risks?

3.

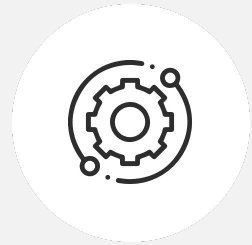
What are you doing to “grow” your own talent? What skill gaps are you finding? What TA practices are you employing to help you secure the right talent?

CHANGING HR TECHNOLOGY ROLES IN HR SYSTEMS MARKET



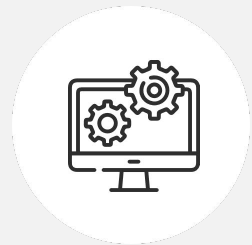
Human Resources

Owns Budget, Strategy, Selection, Renewals, Timeline



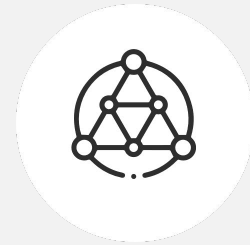
Information Systems/Technology

Platforms, Network Security, Enterprise Cyber Security, Enterprise Data Governance, Productivity Applications, Enterprise Integration



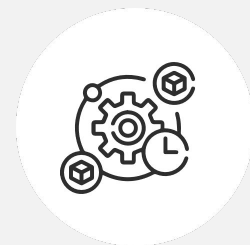
System Vendors

SMB Everything, Systems Training, Configurations, Strategy and Guidance, Updates



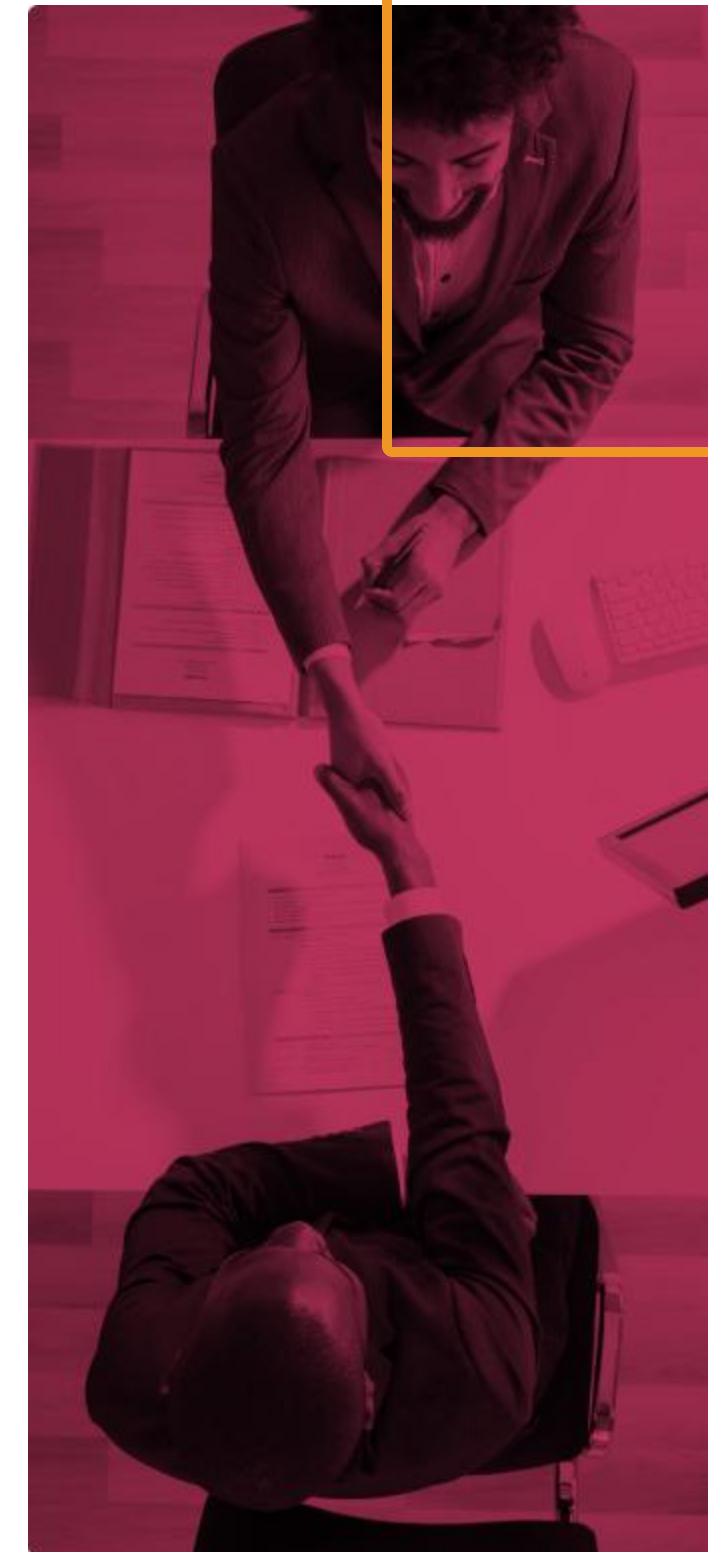
HRIS/HRIT

Strategy, Configuration, Update Maintenance, HR Integration, EE Data Privacy, HR Content Governance, HR Cyber Security Vendor Management, Reporting/Analytics



System Integrators

Strategy and Guidance, Project Management, Implementations, Integrations, Configuration Guidance, Ongoing Maintenance, Resource Augmentation



KEY SKILLS NEEDED FOR TOMORROW'S HR TECHNOLOGIST



**Critical Thinking & Ability
to See Big Picture**



**Written & Verbal
Communication**



**Continuous Improvement
Mindset**



**Self-Discipline &
Motivation**



**Collaboration Across
Functions**



**Troubleshooting &
Problem Solving**

HOW DO I KNOW WHEN MY HR STRATEGY IS COMPLETE??

Your HR Strategy will never be perfect or complete, but a good test is that your HR System Strategy documentation should contain

over 80% of the data

you need to build a business case for HR Tech investments.



A good plan implemented today is better than a perfect plan implemented tomorrow.

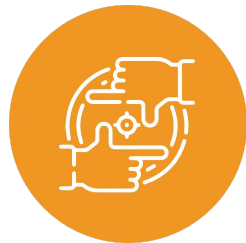
George Patton

OVERCOMING THE ROADBLOCKS



Are the basics under control? What do you need to get the basics under control?

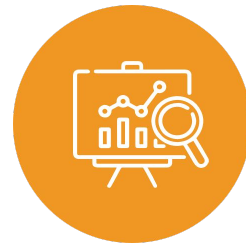
- Safety, Compliance, and Paychecks



You can only control your area of responsibility, keep the focus small



You know more than you think you know, if you understand the business



The process of building a strategy is as important as the final document, embrace the chaos



Get to know IT, Finance, and Operation team members, understand their fears



Look into Nudge Theory – can you architect strategic options that matter

- Nudge: Improving Decisions About Health, Wealth, and Happiness by Richard Thaler and Cass Sunstein

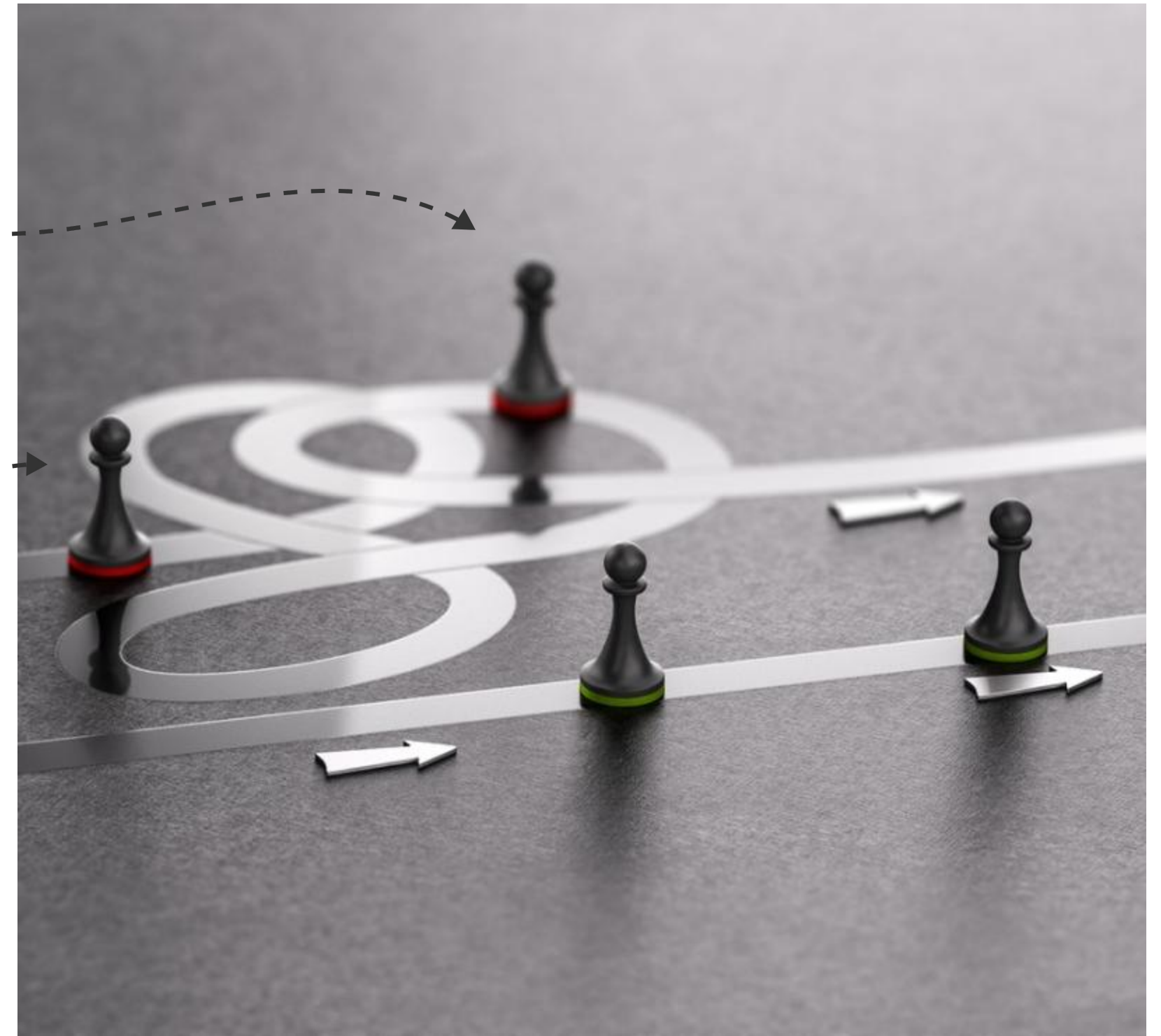
ACHIEVING OUTCOMES



- **WE DELIGHT IN THE BEAUTY OF THE BUTTERFLY, BUT RARELY ADMIT THE CHANGES IT GOES THROUGH TO ACHIEVE THE BEAUTY.**

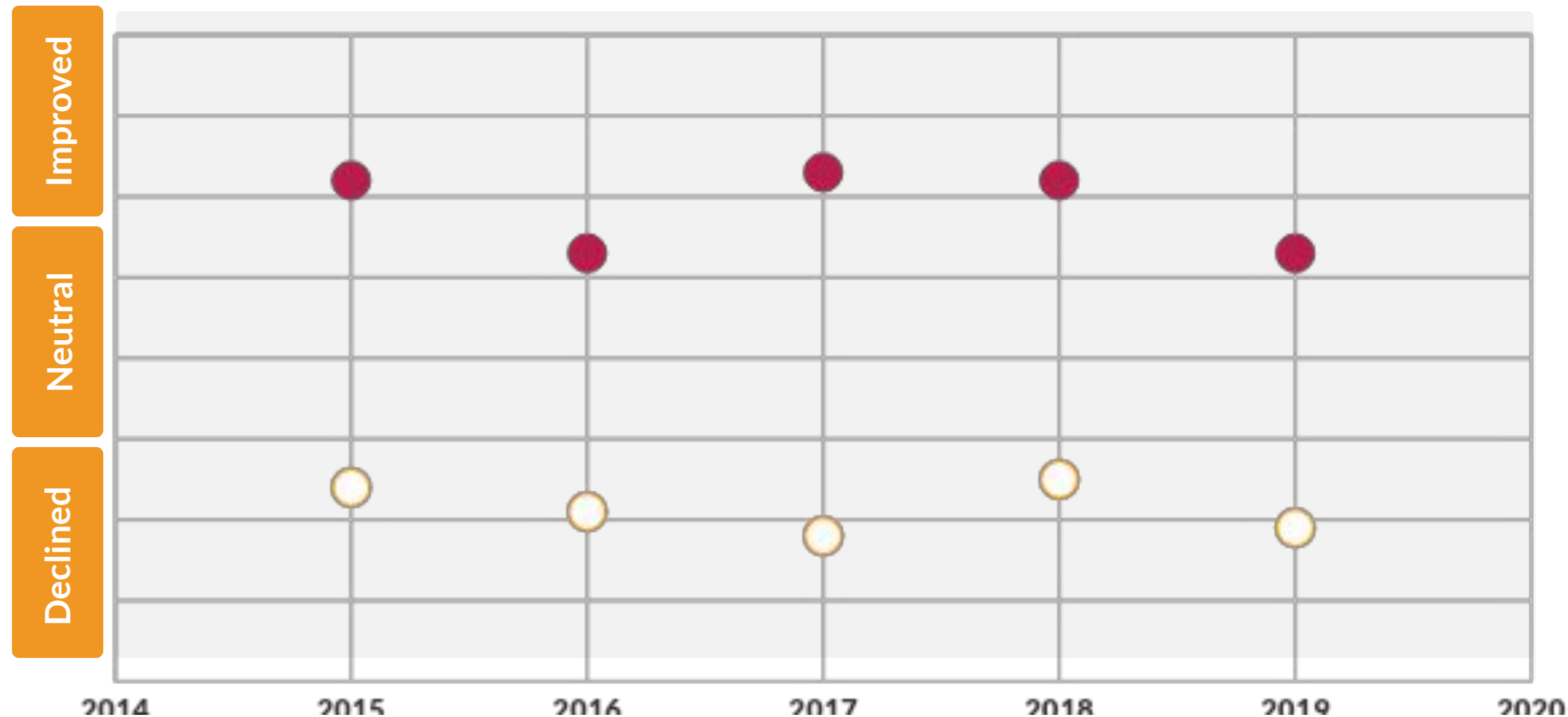
WHAT DOESN'T MATTER TO BUSINESS OUTCOMES?

- > Specific Vendors
- > Deployment Models
- > Process Maturity
- > Outsourcing
- > Years of Ownership
- > Total Technology in Use
- > Resourcing Numbers
- > Service Delivery Models



YEAR-OVER-YEAR IMPACT OF INVESTMENT IN.... STRATEGY, INTEGRATION, RESPECT, AND CHANGE MANAGEMENT

AVERAGE 5-YEAR OUTCOME DIFFERENCES



15%

Higher Outcomes
per Year

- Strategy, Integration, Culture of Change, and High HR Value
- No Strategy, No Integration, Low Change, and Compliance HR

Source: Sapient Insights 2021 HR Systems Survey

OUTCOME-FOCUSED HR FUNCTIONS CHANGE THE PERCEPTION OF HR

Compliance HR Functions



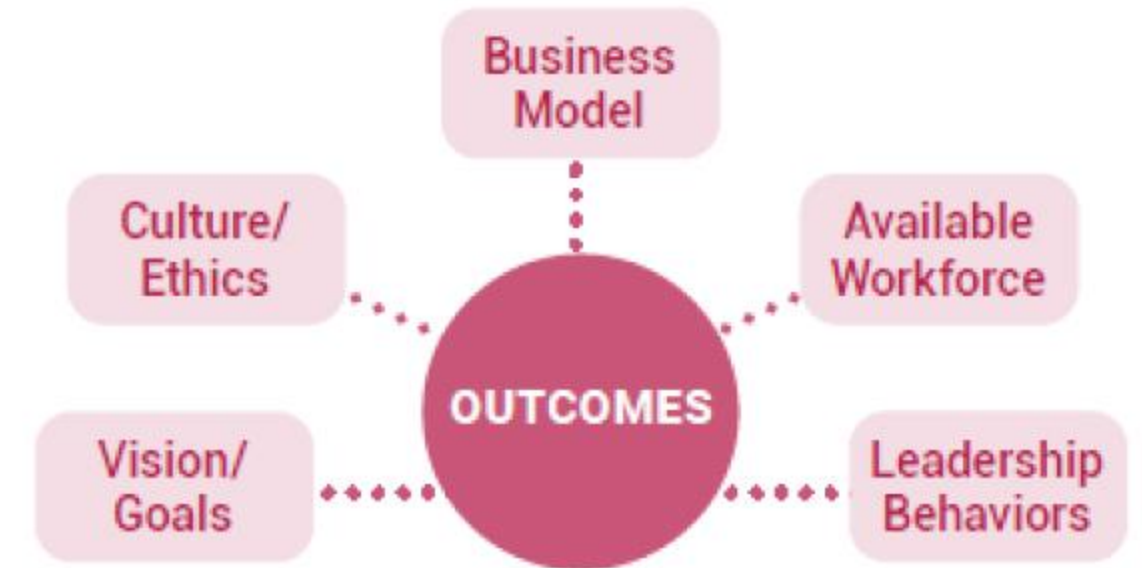
Process Focused
Efficiency/Cost

Best Practice HR Functions



Experience Focused
Skills/Work

Outcome-Focused HR Functions



Defined Outcomes
Strategic/Adaptable



Outcomes are definable, measurable, expectations of “what” the customer, employee, and stakeholders will achieve from the work your organization performs. “How” the organization achieves those outcomes is the business of HR.

KEEP ENGAGING!

Over 25 years of continuous data gathering

- Strategy, Process, and Structure
- Core HR and Service Delivery Applications
- Time and Talent Management Applications
- Analytics and Planning Applications
- Emerging Technologies and Innovations
- Voice of the Customers, Vendor Landscapes
- Continuous Change Management Efforts
- Selection, Implementation, Maintenance
- HR Systems Expenditures and Resourcing
- HR, Talent, and Business Outcomes and Impact

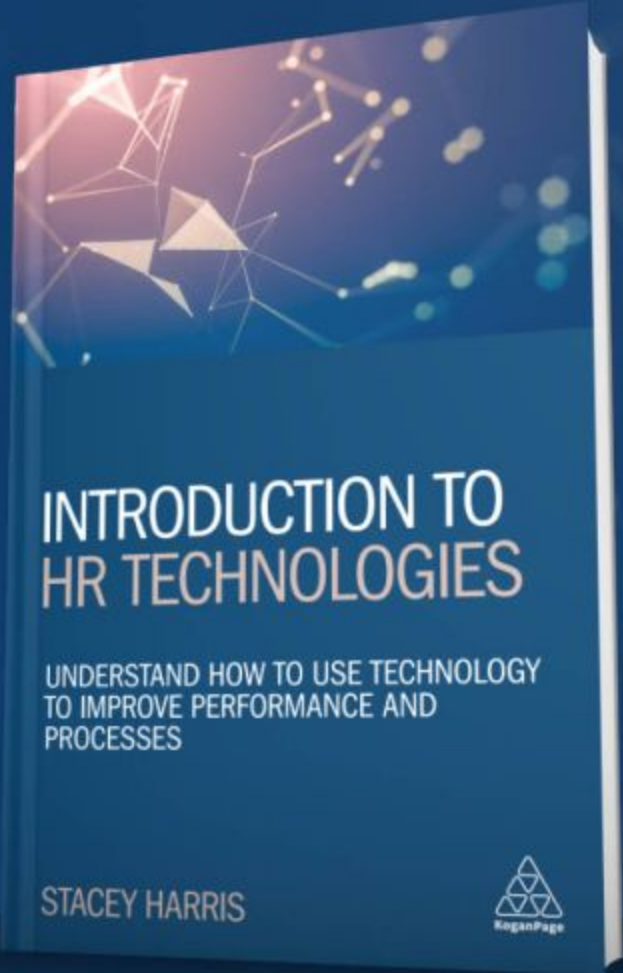
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EFFICIENTLY
AND MAKE
AN IMPACT
USING
TECHNOLOGY**

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LinkedIn Article:

Why HR Technology Really Matters



Q&A



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Let's Do Lattes!

Schedule a consultation with a **GoCo** expert and the coffee is on us.

goco.io/coffee

Book & complete your call in the next 2 weeks and we'll send you a Starbucks gift card!

QUESTIONS FEEL FREE TO REACH OUT

CONTACT US!



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