

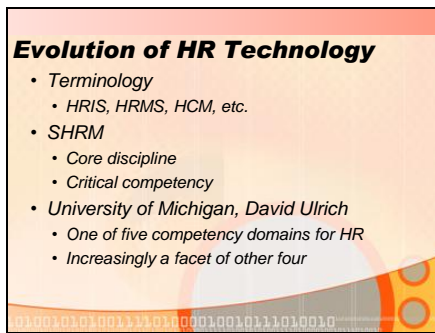
Slide 1



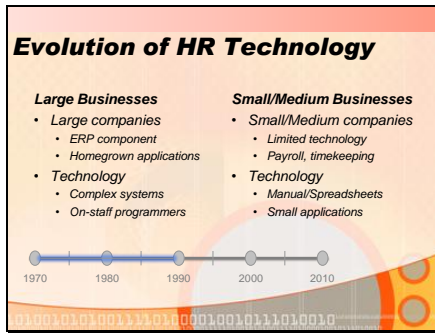
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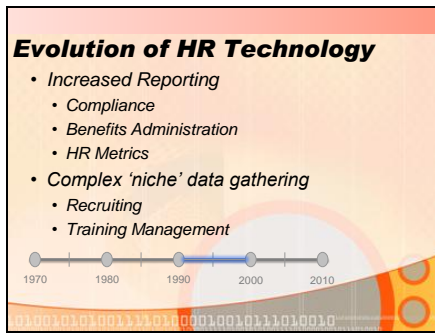
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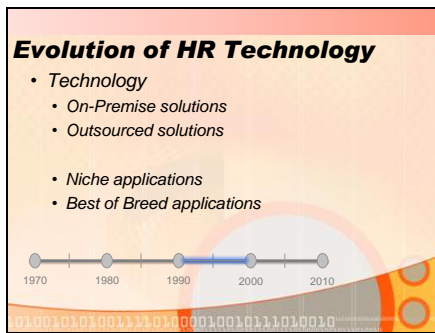
Slide 4



Slide 5




Slide 6



Slide 7

Evolution of HR Technology

- *Integrated technologies - HRMS*
 - *Remove HR 'silos'*
- *Product consolidation*
- *Integration with Web*
 - *Recruiting*
 - *e-Learning*




1970 1980 1990 2000 2010

Slide 8

Evolution of HR Technology

- *Technology*
 - *On-Premise*
 - *Integrated, interfaced systems*
 - *Fit into 'big picture'*
 - *Outsourced*
 - *Both processes and systems*
 - *Software-as-a-Service (SaaS)*
 - *Hosted systems*




1970 1980 1990 2000 2010

Slide 9

Evolution of HR Technology

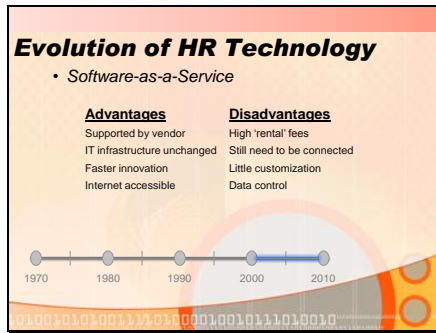
- *On-Premise*

Advantages	Disadvantages
Own actual product	Initial investment costly
Customization	Technology changes
Modular	In-house technical expertise
Data is secure	Annual maintenance fees



1970 1980 1990 2000 2010

Slide 10



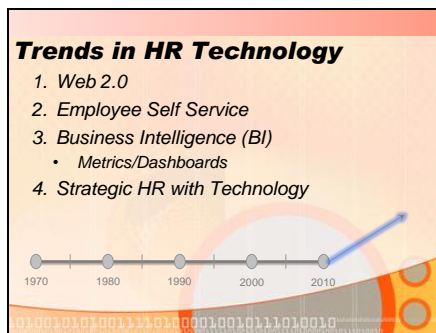
Evolution of HR Technology

- *Software-as-a-Service*

<u>Advantages</u>	<u>Disadvantages</u>
Supported by vendor	High rental fees
IT infrastructure unchanged	Still need to be connected
Faster innovation	Little customization
Internet accessible	Data control

Timeline: 1970, 1980, 1990, 2000, 2010

Slide 11

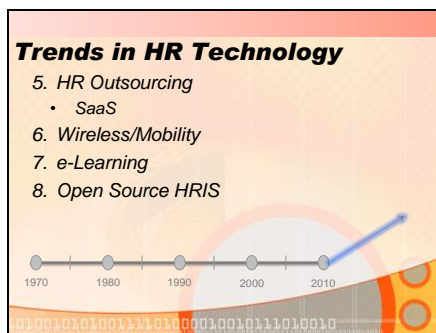


Trends in HR Technology

1. *Web 2.0*
2. *Employee Self Service*
3. *Business Intelligence (BI)*
 - *Metrics/Dashboards*
4. *Strategic HR with Technology*

Timeline: 1970, 1980, 1990, 2000, 2010

Slide 12



Trends in HR Technology

5. *HR Outsourcing*
 - *SaaS*
6. *Wireless/Mobility*
7. *e-Learning*
8. *Open Source HRIS*

Timeline: 1970, 1980, 1990, 2000, 2010

Slide 13

Trends – Web 2.0

- Blogs, Wikis, Intranets
 - Documentation
 - Product knowledge
 - Company information sharing
- Social Networking
 - Recruiting
 - Brand awareness
 - Research
- YouTube – *'The Company as Wiki'*

facebook LinkedIn twitter

BEST BUY

Slide 14

Trends – Employee Self Service

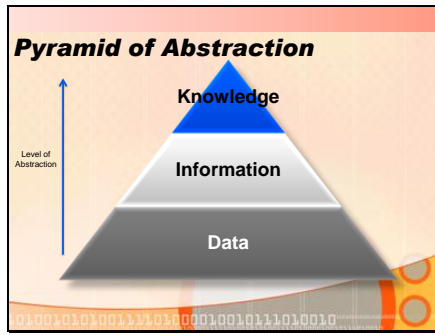
- Recruiting
- Open Enrollment
- New Hire 'onboarding'
- Time Reporting
- Performance Management
- Pay Statements
- W-2's
- Communications
- Time off Requests
- Personal information changes
- Talent Management
- Succession Planning
- Manager Self Service

Slide 15

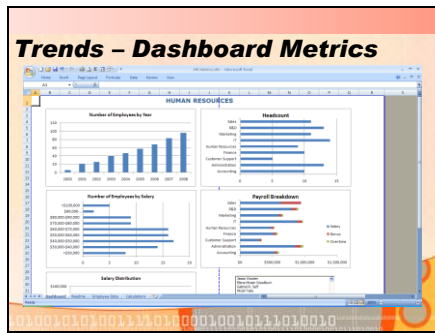
Trends – Business Intelligence

- Data → Decisions
- Business Activity Monitoring
 - Alerts
 - Automated processing
- Metrics/Key Performance Indicators
 - Analytical Tools
 - Dashboards

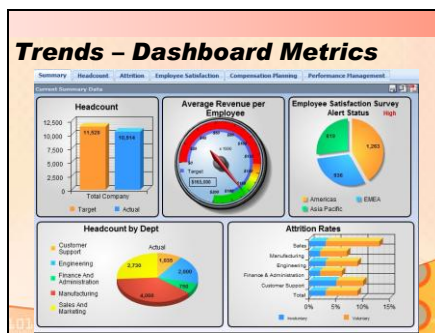
Slide 16



Slide 17



Slide 18



Slide 19

Trends – Strategic HR

- *What is it?*
 - *Long term, big picture thinking*
 - *Understanding company's goals and objectives*
 - *Value and outcome focused*
- *Leverage technology to deliver*

"HR must give value, or give notice."
– David Ulrich

Slide 20

Strategic HR with Technology

"Organizations don't know yet how to use the HR information system, how to make it connect to the kind of things that make HR strategic"

- Professor Jon Boudreau,
USC's Marshall School of Business

Slide 21

Strategic HR with Technology

- *Why don't we?*
 - *Administrative nature of HR*
 - *Transactional duties*
 - *'Social work' activities*
 - *Comfort zone*
 - *Different skill set*
 - *Fear – Technology replaces Humans*

Slide 22

Strategic HR with Technology

- *Why don't we?*
 1. *Social workers and not interested in business*
 2. *HR pursues efficiency in lieu of value*
 3. *HR isn't working for you*
 4. *The corner office doesn't get HR*



- Keith Hammonds -- editor, Fast Company magazine
"Why We Hate HR", 2005

khammonds@fastcompany.com

Slide 23

Leveraging HR Technology

- Efficiency:
 - *Reduce administrative burden*
 - *Streamline processes*
 - *Focus on strategy*
 - *Better reports/distribution*
 - *Better compliance*
 - *Better talent management*
 - *Improved labor relations*

Slide 24

Leveraging HR Technology

- Value:
 - *Analytics/Metrics for key economic data*
 - *Budgeting & planning*
 - *Business impacts*
 - *Influence "C"-Suite*
 - *HR as a decision science*
 - *Improve corporate insight*
 - *Trends*
 - *Strengths & Weaknesses*
 - *Business leadership*

Slide 25

Leverage HR Technology

How to leverage:

1. Reduce 'social work'
2. Serve the business
3. Measure the right things
 - Key Performance Indicators (KPI)
 - Keep it simple
4. Make and measure value, not activity
5. Transform HR from cost center to:
 1. Strategic advisor
 2. Outright profit center

Slide 26

KPI Examples

- Revenue Factor
 - Total Revenue / Total Headcount
- Net Income per FTE
 - Revenue – Operating Expense / FTE's
- Turnover Ratio
 - Total Terminations / Total Headcount
- Absence Factor
 - Absence Hours / Pay Rate

Slide 27

KPI Examples

- Time to Fill
 - Number of days to fill position
- Cost per hire
 - Cost involved with new hire
- Benefit costs per employee
 - Total cost / # employees
- Human Capital Cost
 - Salaries / Overall operating expense

Slide 28

KPI Examples

- Salaries as a % of Operating Expense
 - All industries – 57%
 - Government agency – 54%
 - Nonprofit organization – 56%
 - Privately owned for-profit – 60%
 - Publicly owned for-profit – 45%

Source: 2008 SHRM Human Capital Benchmarking Study

Slide 29

Justifying HR Technology

- Why HR Technology isn't implemented:
 - Budget/Funding approval
 - Unclear goals and objectives
 - No buy-in
 - Resistance to change
 - IT Infrastructure
 - "No Decision"

Slide 30

10 Steps to Obtaining Tech

1. Expand your HR Technology knowledge
2. Determine your current reality
 - Current technology
 - Current processes
 - Current workflow
3. Develop needs and wants list

Slide 31

10 Steps to Obtaining Tech

4. Create a business case

- Goals and objectives
- Costs and saving measures
- Define current HR issues
- Outline productivity increases
- More strategic opportunity
 - Metrics
 - KPI's
 - Business Impact

Slide 32

10 Steps to Obtaining Tech

5. Calculate ROI and Rate of Return

Hard Costs	Soft Costs
<ul style="list-style-type: none">• Outsourced fee reduction• Ongoing maintenance• Reduced paper costs• Mailing / faxing costs• Fines / compliance	<ul style="list-style-type: none">• Accuracy of information• Employee transaction cycle time• Administrative work reduction• Process standardization• Improved customer service

Slide 33

10 Steps to Obtaining Tech

5. Calculate ROI and Rate of Return

Tactical Benefits	Strategic Benefits
<ul style="list-style-type: none">• Employee Self Service<ul style="list-style-type: none">• Benefit enrollment• Reduced forms• Improve FTE tracking• Improve compliance• Reduce litigation• Automate recruiting• Improve service to ee's	<ul style="list-style-type: none">• Reduce hiring costs• Reduce absenteeism• Succession planning• Improve retention• Improve budget vs. actual reporting• Improve productivity• Reduced risk

Slide 34

10 Steps to Obtaining Tech

6. Determine Budget
7. Research software companies
8. Review technology and evaluate systems
 - Flexibility and Scalability
9. Set implementation expectations
10. Make purchase decision

Slide 35

Questions to ask yourself

- What is your HR technology strategy?
- What system functionality do you need?
- What results do you wish to accomplish?
- What work processes do you wish to change?
- How will we handle change?
- Software or subscription?

Slide 36

Questions to ask yourself

- How does this system support the overall needs of the business?
- What HR metrics help drive business decisions?
- Who are the decision makers internally?
- What is your internal technology environment?
- What is your budget?

Slide 37

Questions?

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1. YouTube – "The Company as Wiki"
2. www.lcahrm.org for full presentation
3. <http://www.linkedin.com/in/haroldgfordiii>
