THE JOURNEY TO DIGITAL HR

WHAT RESEARCH TELLS US ABOUT IMPLEMENTING A NEW HRIS

JULY 27, 2016
TODAY’S SPEAKERS

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EMERGING WORKFORCE TRENDS ARE DRIVING THE NEED FOR MORE CHANGE

ROLE OF THE MANAGER
Managers are the key to a successful employee/employer relationship, AND managers’ coaching and employee development skills need to improve.

WORKFORCE ANALYTICS
There is an increasing demand for metrics and analytics to understand key roles, talent flows, obstructions to talent mobility and the cost of not getting it right from business and talent perspectives.

DIGITAL WORKFORCE
Technology is transforming how people access, retain and apply information. Demand is on the rise for continuous, just-in-time access using digital, mobile, and social platforms.

“GLOBALIZATION”
Global and multinational companies struggle with setting global HR policies that can also be flexible enough to meet the needs of local lines of business, regulations and employee expectations.

BRANDING & EMPLOYEE EXPERIENCE
Organizations are taking a close look at how they are perceived in the marketplace – formally and socially – to ensure that they are meeting the “employee as consumer” expectations.

BOOMER/MILLENNIAL TRANSITION
The loss of institutional knowledge combined with changing expectations and work styles will create significant talent management challenges across every industry.

Reference: Mercer Global Talent Trends Study 2016 findings

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HR TRANSFORMATION: OUR RESEARCH AGENDA

RECENT RESEARCH STUDIES

Future-Proofing HR
Mercer’s 2016 Global Talent Trends Study
- 1,730+ HR Leaders
- 4,500+ employee opinions
- 17 countries
- 10+ industries

The Journey to Digital HR
2016 HR Technology Survey
- 500 HR Professionals
- 19 countries
- 10+ industries

NEW MERCER POV PAPERS
TODAY’S DISCUSSION

01 The Evolution of HR

02 What Research Tells Us

03 Takeaways for your HRIS Implementation
THE EVOLUTION OF HR
THE EVOLUTION OF HR

Personnel
- Focus: Staffing
- Spreadsheets and post-its

HR The ERP Way
- Focus: Compliance
- Inflexible technology

Talent Management
- Focus: Employee Life Cycle
- The “Best of Breed” Frenzy

Integrated Human Capital Management
- Focus: HR+Talent
- Total workforce data curation

Timeline
TODAY: REVOLUTIONARY

Cloud based Economic Model

Mobile Delivery Model

Data-driven Decision Support

Social-driven hiring and branding

People-centric HR
BUT WHAT IS OUR HR LANDSCAPE TODAY?

Disparate systems

REDUNDANT HR PROCESSES

IRRECONCILABLE REPORTS

Aging solutions

OVERLY CUSTOMIZED

Standalone applications

DECENTRALIZED DATA STORES

Fragmented employee data
BUT WHERE TO START?

1. Review HCM Processes: should we do them differently?

2. What strategic initiatives might we simultaneously seek to pursue with a new HRIS deployment?

3. What technology functions are required to support the processes within those initiatives?

4. How will the combination of new processes and new technology effect my organization?

5. And what is the impact on my workforce?
WHAT RESEARCH TELLS US
STUDY: 2016 HUMAN RESOURCES INFORMATION SYSTEMS

Nearly 500 HR Professionals

Located in 19 countries

From global/multinational and local/domestic companies

Representing a wide range of industry sectors

INDUSTRY GROUPS:

- Consumer Goods
- Education
- Energy
- Healthcare
- Pharmaceutical
- Banking, Finance, Insurance
- Hospitality
- Professional Services
- Government
- Manufacturing
- Technology & Communications

Reference: 2016 Human Resources Information Study was commissioned by Mercer and conducted by Human Capital Media Advisory Group, Oct 2015 to Feb 2016
THE BUSINESS CONTEXT

HR TRANSFORMATION
- Global Centralization
- COE Review
- Cost Management

EMPLOYMENT MANAGEMENT
- Contingent Management
- Hourly Management

ORGANIZATIONAL CHANGE
- Acquisitions
- Divestitures
- Reorganization

REASSESS WHICH PROCESSES ARE KEY

REIMAGINE EMPLOYEE INTERACTIONS

REDUCE COMPLEXITY

FOCUS ON SERVICE OPTIMIZATION
WHY SWAP OUT AN HRIS? THE TOP FIVE DRIVERS FOR REPLACING

- We needed a single system of record for all HR data
- We needed to have reliable, consistent reporting for compliance and legal obligations
- We needed an integrated HR data system to perform workforce analysis
- We needed to standardize HR data across multiple geographies and/or business units
- We needed to move away from a legacy system that was not meeting organizational needs

Majority of new HRIS implementations are in the cloud
A NEW HRIS DRIVES NEW INITIATIVES

Implemented or expanded an HR Service Center

Implemented or expanded an HR Business Partner model

Implemented or expanded HR Centers of Expertise

39

45

49
PROCESS RE-DESIGN DURING IMPLEMENTATION

55% OF ORGANIZATIONS ARE REDESIGNING THEIR END-TO-END HR PROCESS CONCURRENTLY WITH HRIS IMPLEMENTATION

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REWARDS AND BENEFITS

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THE BIGGEST HEADACHES

INTEGRATIONS 47%
CONFIGURATIONS 41%
CHANGE MANAGEMENT 30%
PROJECT MANAGEMENT 26%
REPORTING 26%

OTHER HEADACHES INCLUDE:
- HR ORGANIZATIONAL REDESIGN
- HRIS VENDOR SELECTION
- BUILDING THE BUSINESS CASE

Respondents picked their top 3
TOP FIVE IMPLEMENTATION CHALLENGES

1. Difficulty defining the future state of the HR organization to support new roles and responsibilities stemming from HCM implementation - 49%

2. Need for customization added time and expense - 44%

3. Challenges developing and running reports and analytics - 37%

4. Lack of knowledge/experience with HCM technology on the internal team - 29%

5. Internal resource constraints - 28%

Reference: Mercer’s 2016 Human Resources Information Systems
WHAT WOULD PARTICIPANTS DO DIFFERENTLY?

Change management
Squelch customization  Set realistic timelines
STANDARDIZE GLOBAL POLICIES FIRST
Document business processes
Understand the new technology better

DEDICATED INTERNAL RESOURCES
Consult end-users
Training

BETTER PRE-IMPLEMENTATION PLANNING
STAKEHOLDER COMMUNICATION
HRIS IMPLEMENTATION RESULTS

- 68% Single system of record for all HR data across regions
- 63% Improved data quality
- 62% Standardization of HR data
- 59% Increased ability to run HR analytics
- 57% More reliable, consistent reporting
- 43% Increased integration with other systems
- 34% Increased user adoption
- 27% Reduced costs (Ongoing maintenance, licensing, support)
TAKEAWAYS FOR YOUR HRIS IMPLEMENTATION
SUMMARY

CLEAR VISION

Concisely articulated
Identified stakeholders
Realistic timelines
Clear processes

PLAN FOR THE HEADACHES

Dedicated resources
Integration & migration
Manage change
Get professional assistance

DEFINE SUCCESS

What will it look like and how will you measure it
TOMORROW’S HR LANDSCAPE—TODAY

- Cloud-based
- Mobile Devices
- Social Collaboration
- Consumer-grade Functionality
- Data-driven
- Employee-Centric
QUESTIONS?

Please type your questions in the Q&A section of the toolbar and we will do our best to answer as many questions as we have time for.

To submit a question while in full screen mode, use the Q&A button, on the floating panel, on the top of your screen.

CLICK HERE TO ASK A QUESTION TO “ALL PANELISTS”

FEEDBACK

Please take the time to fill out the feedback form at the end of this webcast so we can continue to improve. The feedback form will pop-up in a new window when the session ends.
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Interaction:
• Candid peer interactions
• Collegial and confidential environment
• Stellar comparator group – access to leading companies

Meeting Experience:
• Access to fellow members’ “inside story” re: initiatives, strategy and experiences
• Well-executed, highly participative sessions

Thought Leadership
• Ability to stay “ahead of the curve” regarding competitive practices, trends and “hot” issues
• Access to Mercer and other external subject matter experts

Join Other Vibrant Marquis Members for a Dynamic, Member-driven Agenda of Your Tech Concerns!

2 Networking Sessions Annually (Coming Up: Fall 2016, East Coast)

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