



Sierra-Cedar



10

HR Technology Trends You Can't Afford to Ignore



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Passions:



Background:

- Currently oversee the Annual HR Systems Survey and Research at Sierra-Cedar
- HR and OE Practitioner for over 10 years in **finance, retail, and franchised businesses**
- Director of Research, Bersin & Associates, Launched the HR research practice
- Vice President of Research for Brandon Hall Group
- **Major Research and Papers:** *The High Impact HR Organization, The HR Framework, Employee Engagement: A Changing Marketplace, and Relationship Centered Learning*
- Feel free to connect at: www.linkedin.com/in/staceyharris & @StaceyHarrisHR

Sierra-Cedar Fast Facts

7

Service & Solution Areas

- Application Services
- Business Intelligence
- Host & Managed Services
- Infrastructure Services
- Integration & Cloud Solutions
- Research
- Strategy
- Training

18

Years of Leading
HR Systems Survey &
Research

900+

Employees

5

Industry Focus

- Commercial
- Healthcare
- Higher Education
- Public Sector
- Justice & Public Safety

2014 merger of

4 companies with

decades of experience

*Delivering **industry-focused client success** by providing consulting, technical, and managed services for the deployment, management and optimization of next-generation applications and technology.*

Sierra-Cedar HR Systems Survey

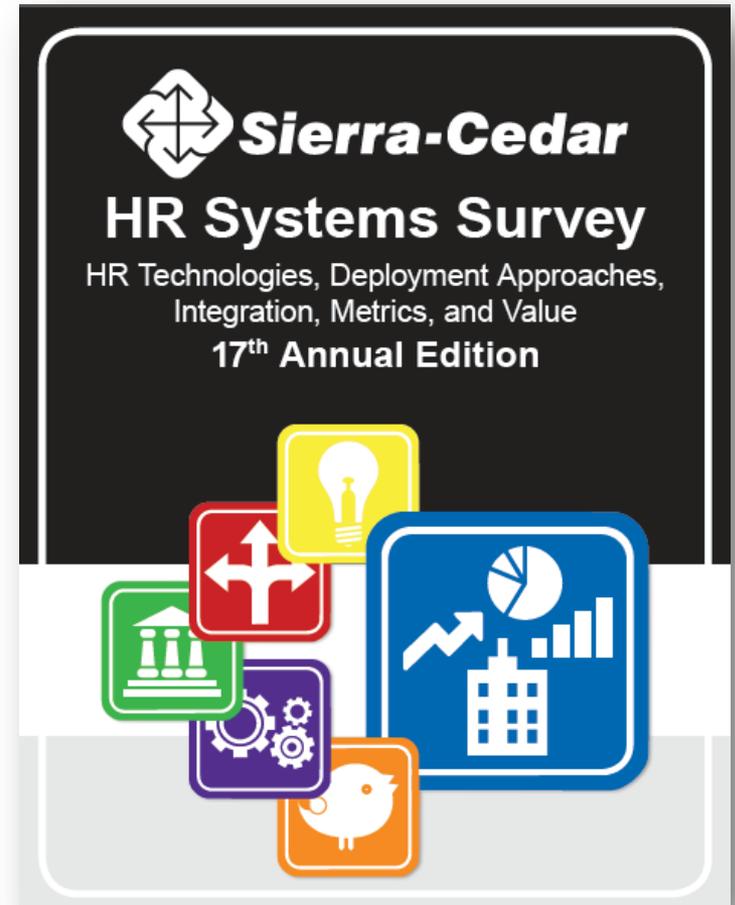
Over 18 years of continuous data gathering

The most comprehensive survey in the industry:

- Strategy, Process, and Structure
- Administrative and Service Delivery Applications
- Workforce Management Applications
- Talent Management Applications
- Business Intelligence/Analytics/Workforce Planning Applications
- Integration and Implementation
- Emerging Technologies and Innovations
- Vendor Landscape
- Workforce and HR Expenditures
- Workforce Usage and Perception

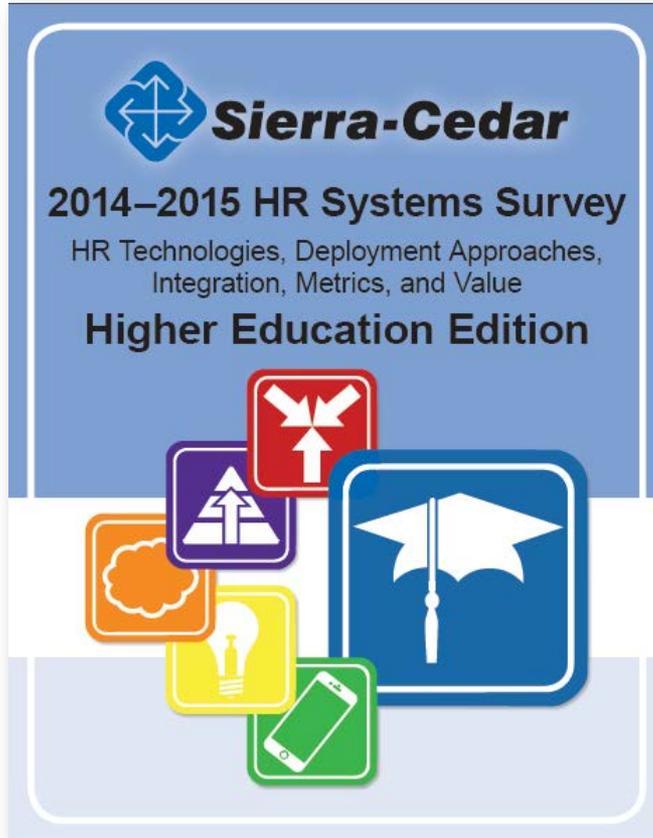
[Participate in the 19th Annual Survey](#)

[Download the 17th Annual White Paper](#)



Sierra-Cedar Annual HR Systems Survey

Higher Education Edition



[Download the Higher Education White Paper](#)

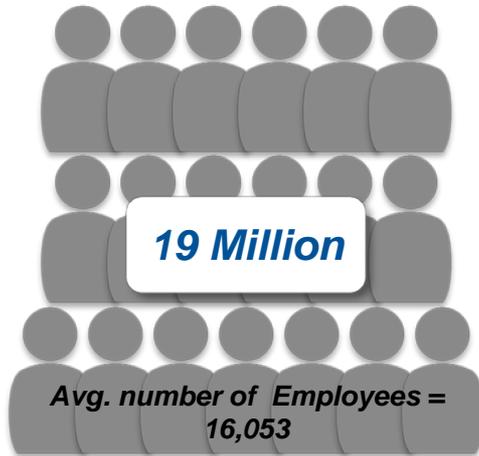
Focus on Higher Education HR Technology Industry Insights:

- Over 80 Higher Education organizations
- Relevant data divided by:
 - Public
 - Private
- Current state and three-year outlook on HR technology adoption and strategy

Sierra-Cedar 2014–2015 HR Systems Survey

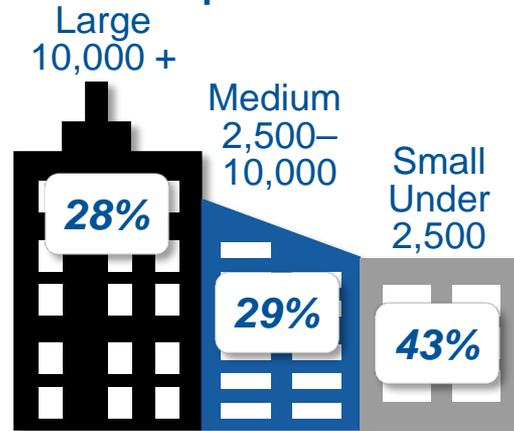
Demographics: All Respondents

Total Workforce Represented

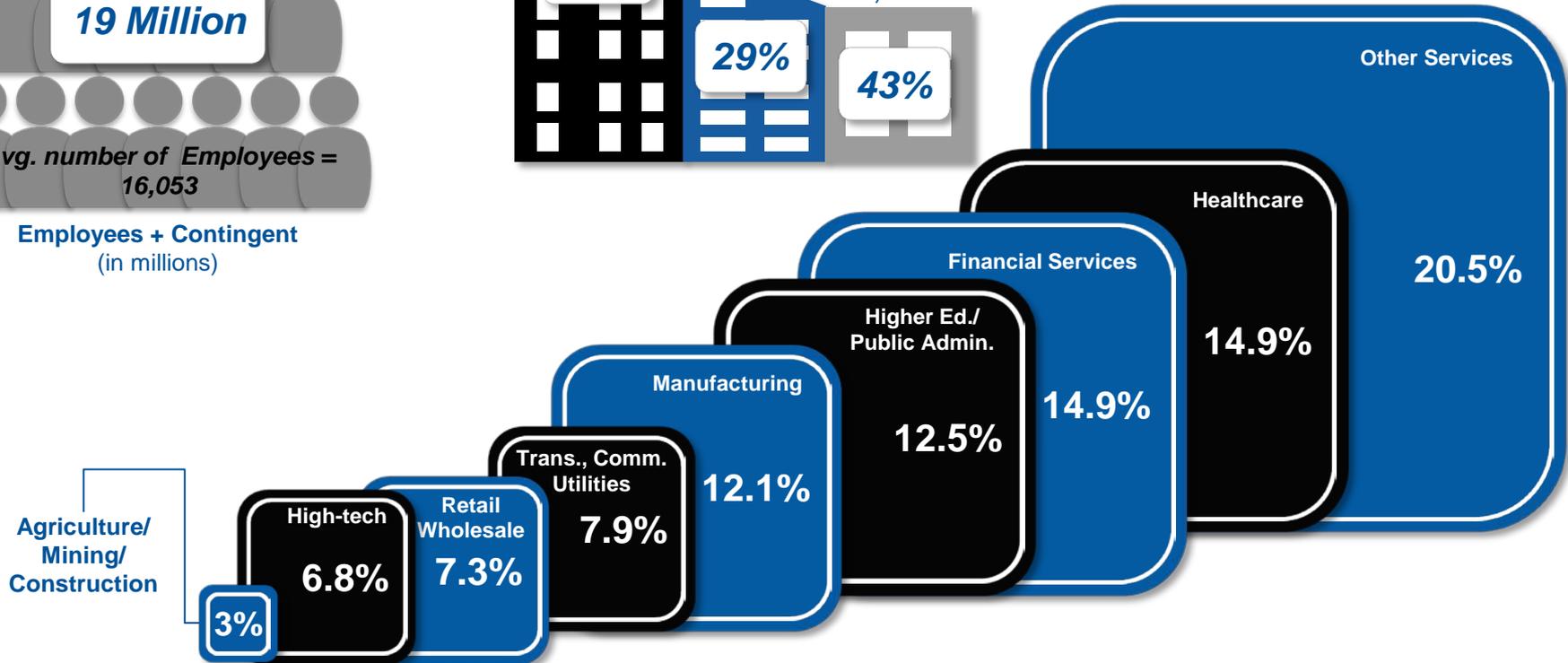


Employees + Contingent
(in millions)

Organization Sizes Represented



1,063
Organizations



Analyzing the Sierra-Cedar Survey Data

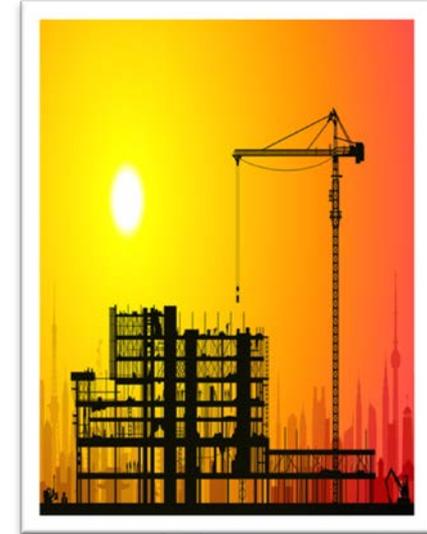
Understanding Our Process

- **Getting the data ready**

- Clean the data
- Validate the answers and sample sizes
- Identify outliers
- Create sub-groups, quartiles, and averages
- Add business/industry Insight

- **Context setting and analysis**

- Aggregate, industry, size, region
- Application adoption, organization strategy
- Correlations, value chains, and eventually, causal analysis



Sierra-Cedar HCM Application Blueprint

General Ledger, Purchasing, Budgeting, T&E

Vendor Management

FIN

Enterprise Content

Enterprise Social

Enterprise Workflow

VMS

Service Delivery
HR Help Desk, Portal, Workforce Lifecycle Management (Onboarding)

- Administrative Excellence
- Service Delivery Excellence
- Workforce Management Excellence
- Talent Management Excellence
- Workforce Optimization Excellence

Self Service/Direct Access
Employee Self Service
Manager Self Service

Administrative Apps
Core HRMS, Roles/Competencies (Profile Mgt.), Payroll, Benefit Admin, Embedded HR Analytics, Embedded HR Social

Workforce Management
Time & Labor, Absence & Leave Management, Labor Scheduling, Labor Budgeting, WFM Analytics, Social

Workforce Optimization
Workforce Planning, Workforce Analytics, Predictive Analytics

Talent Management
Recruiting, Performance, Learning, Compensation, Succession, Career, Talent Profile, Talent Analytics, Social

Business Intelligence Foundation
Reporting/visualization and BI tools

CRM

Network Security

Mobile Access

SOA, API, ETL

Integration Platform

Projects

Backlog, Pipeline, Customer Satisfaction

Project Costing, Contracts, Grants

Why is HR Technology important to You?

Ethics around Influx of International Students

Competency-based Education? Should we...

The Obama Plan
Will we get measurement right?

International Partnerships:

Hiring Onboarding
Performance Training
Payroll Development
Compensation

Adjunct Professors
Duquesne University,
ACA

College and University Rankings

Sexual Assault Policies
Process, Training, etc.

Affirmative Action
Legacy

Low-income
"Undermatching"

Next Gen MOOC's
Udacity, Udemy, Khan

Source: Top 10 Higher Education Stories for 2014: Education Writers Association

Key Themes for 2014–2015 Survey Results

Strategy and Culture

HR Tech Strategy



Enterprise Integration Strategy



Culture of Change



Foundation

Cloud HRMS



User Experience



WFM + TM + BI



Innovation

Social



Mobile



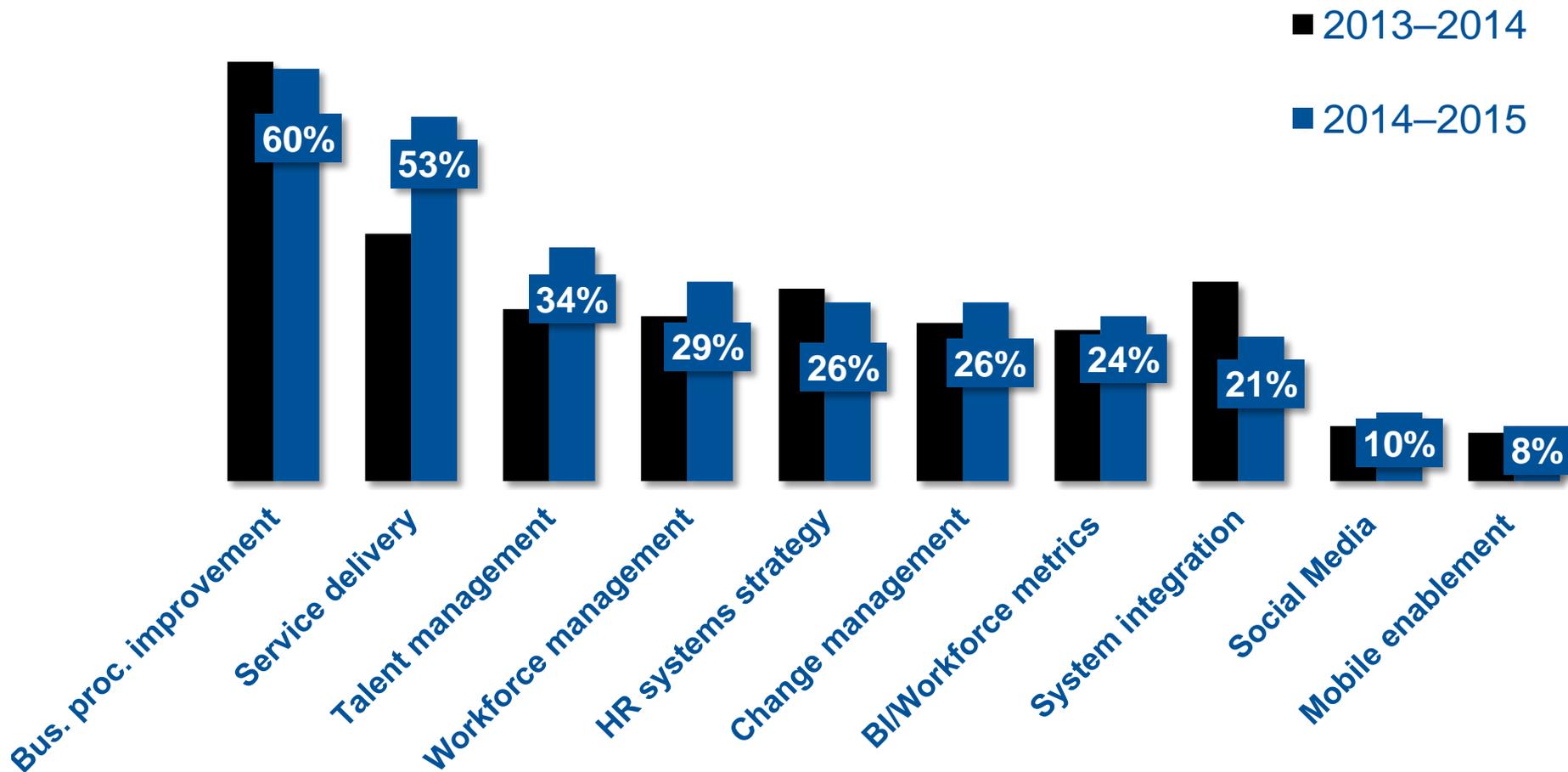
Quantified Organization



Two-Year Higher Ed Look at HR Initiatives

Energy on BPI, Service Delivery, Talent Management, and WFM

Major Initiatives – Two-Year View



#1 – HR Technology Strategy

More organizations are creating an Enterprise HR Technology Strategy than ever before!

Strategy and Culture

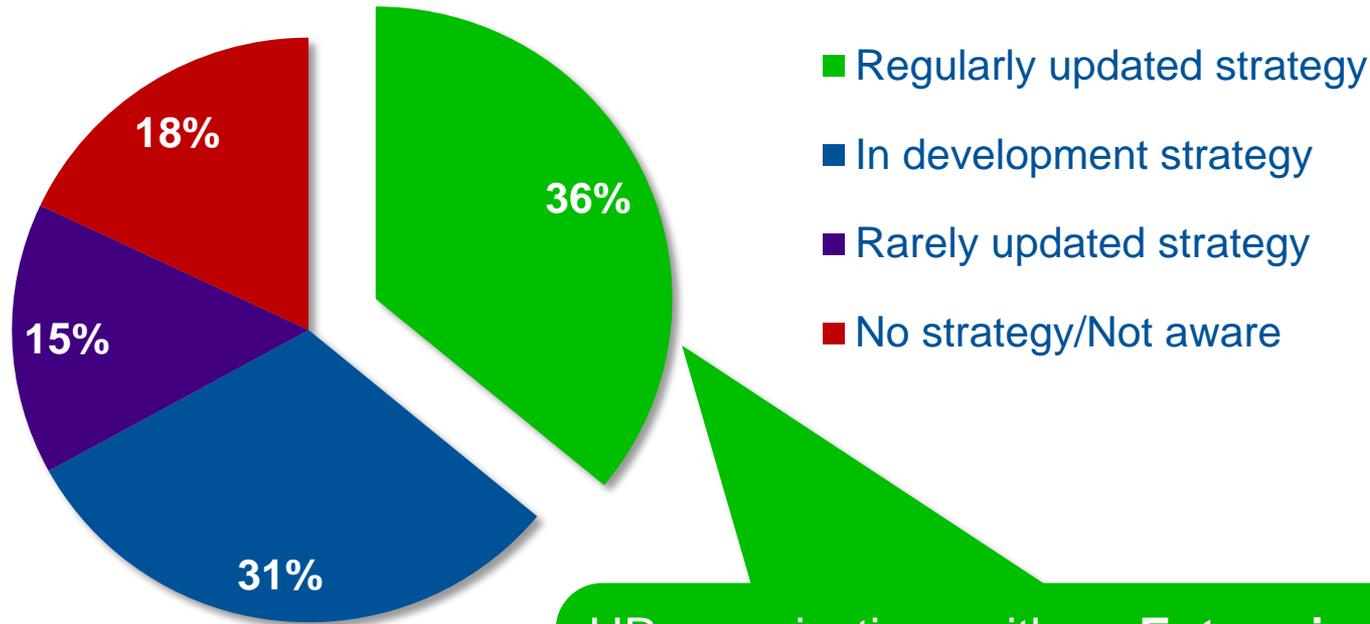
HR Tech Strategy



An Enterprise HR Systems Strategy

Our Top Performers Have One. Do You?

Percentage of Higher Ed Organizations With a Current Enterprise HR Systems Strategy



HR organizations with an **Enterprise HR Systems Strategy** are 38% more likely to be viewed by all levels of management as **contributing strategic value** to the organization.

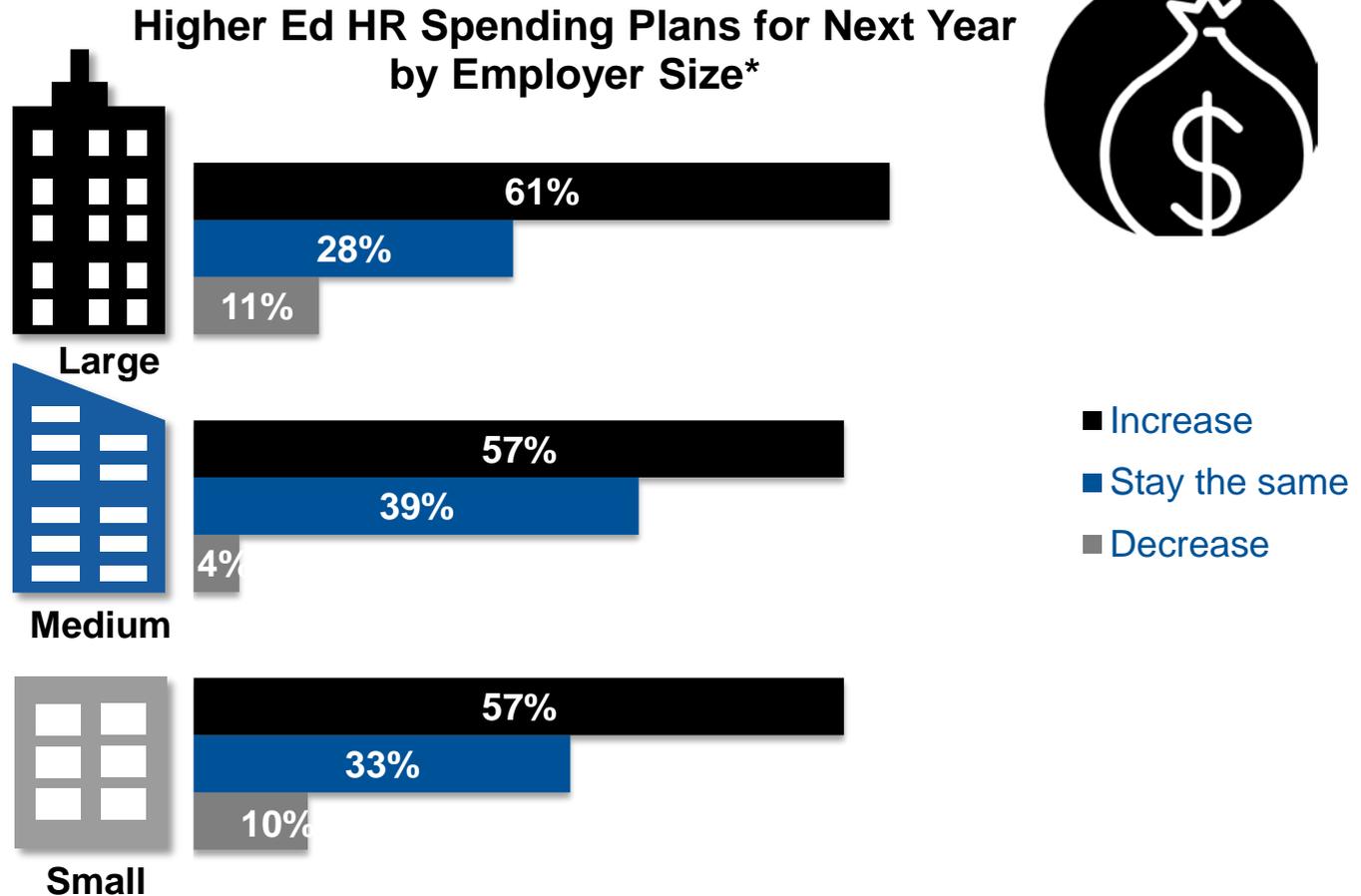
Creating Your HR Systems Strategy

1. **Benchmark** – Current State & Benchmark of HR Technology Environment
2. **Blueprint** – Enterprise Business Goals and HR Strategies, Enterprise System Strategies
3. **Roadmap** – Action Plan, Communication Strategy, Measures and KPIs

Diagnosis – Guiding Policy – Coherent Action

Higher Ed Tech Spending Outlook

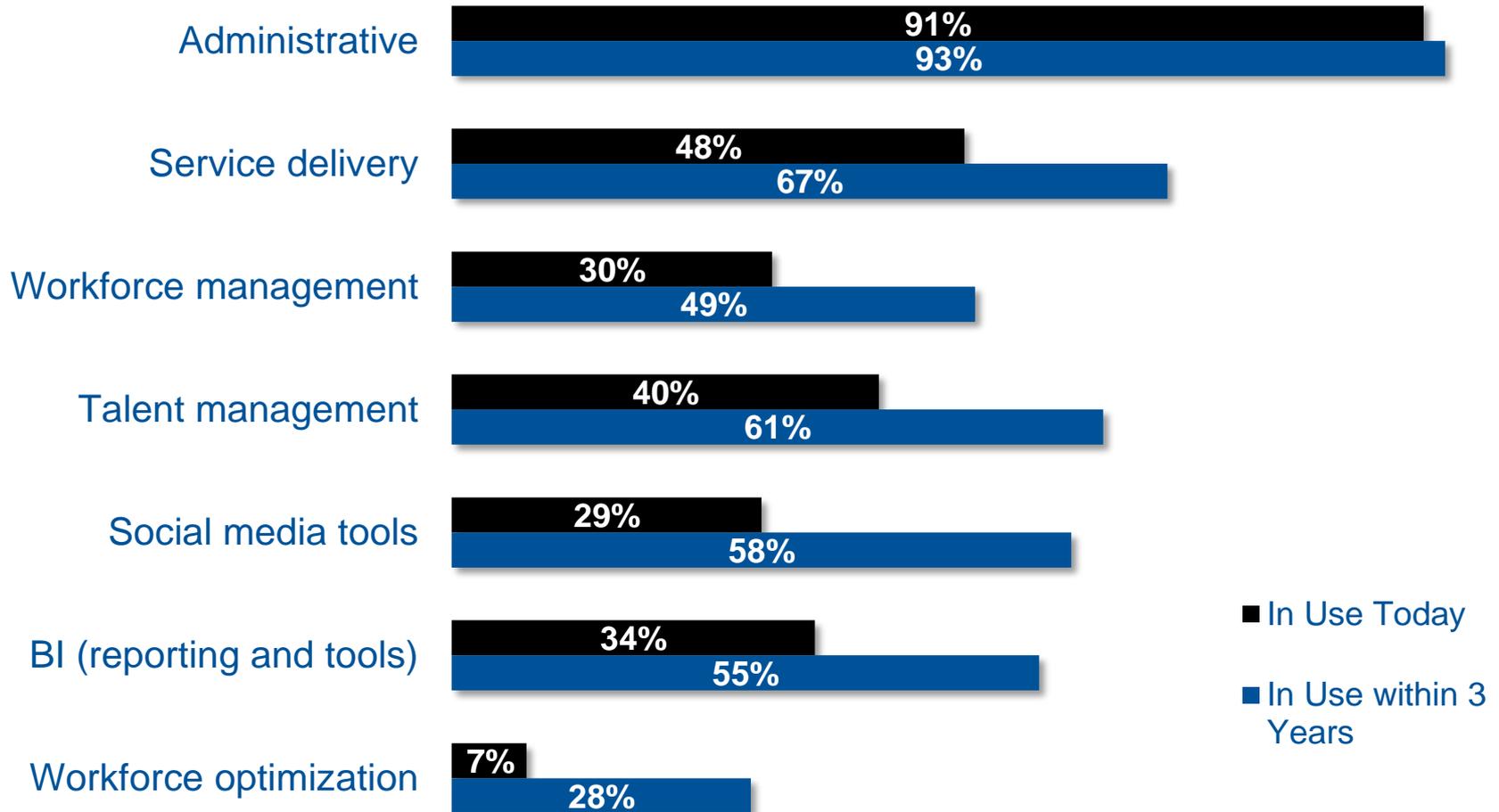
Over 58% of Survey Respondents Will Increase Spending Next Year



Higher Ed Three-year Adoption Outlook

Looking Forward, Service Delivery, Talent Mgmt., and Social Tools

Higher Ed Three-year Application Outlook



#2 – Enterprise Integration Strategy

**High performing organizations
are more likely to have an
Enterprise Integration Strategy!**

Strategy and Culture

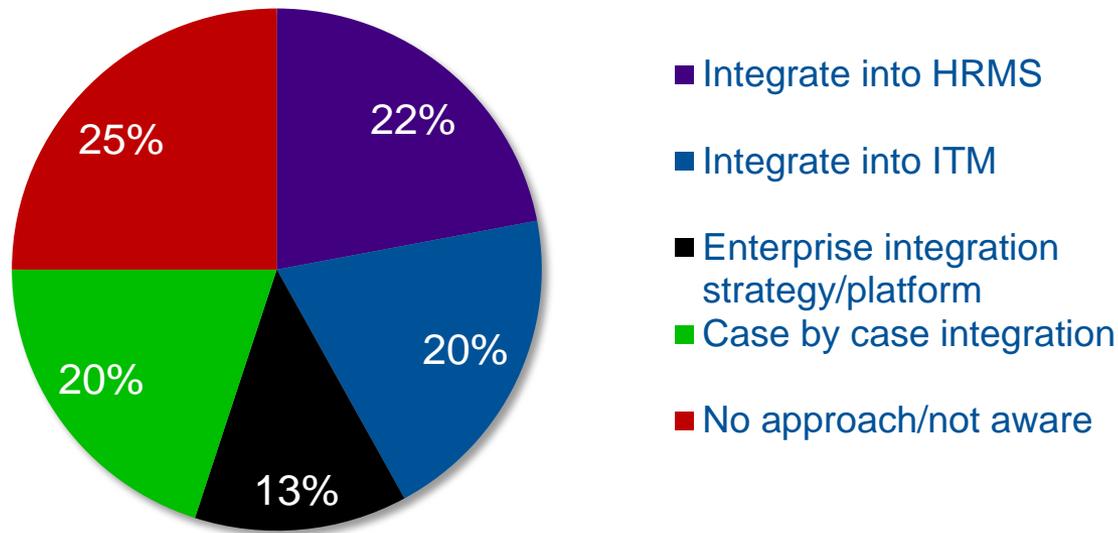
**Enterprise
Integration Strategy**



HR System Integration Approaches

Early Indication that Enterprise Integration Strategy (EIS) is Valuable

Primary Approach for HR Application Integration for Higher Ed



Respondents with an Enterprise Integration Strategy Are Using

- 45% – on-premise solution (Oracle SOA, WebSphere)
- 23% – platform as a service solution (PaaS – Dell Boomi, MuleSoft, Informatica)
- 20% – hybrid solutions
- 12% – not aware

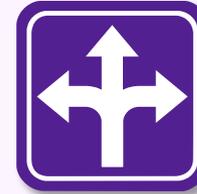
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#3 – Culture of Change Management

Organizations with a culture of change management have less overall HR Technology costs per employee!

Strategy and Culture

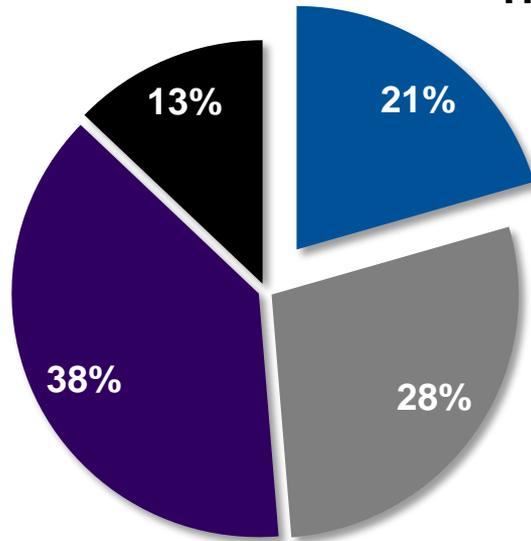
Culture of Change



Higher Ed Change Management Practices

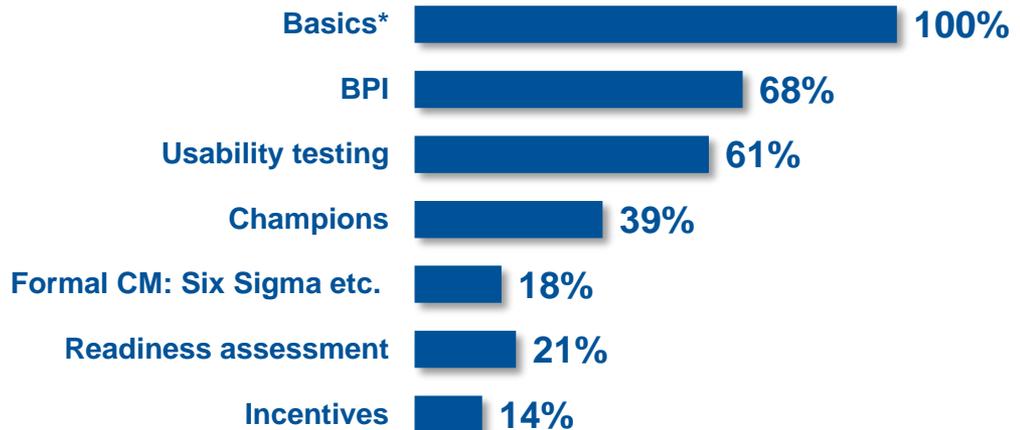
21% of Respondents Report a Culture of Change Management

Level of Change Management for HR Technology Projects



- Consistent culture of change management
- Key projects that meet criteria
- Sporadically, with no criteria
- Never

Change Management Practices for Higher Ed HR Technology Projects

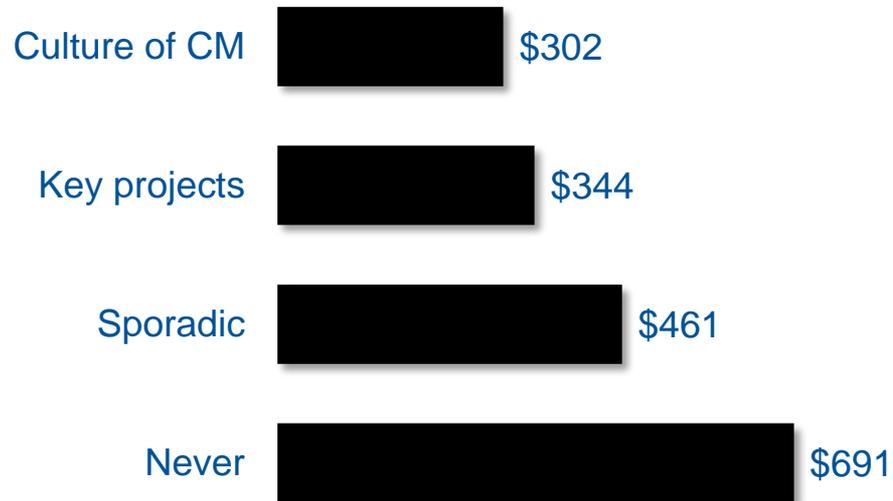


*Basics: Senior sponsorship, communications, documentation, training, and project management.

Benefits of Change Management

Reduces Costs and Increases Perception of HR as Strategic

Total HR Technology Costs/Employee



2 X

Change Management Increases Strategic Value of HR

Organizations with a Culture of Change Management are twice as likely to be viewed by all levels of management as contributing strategic value, in comparison to organizations that never use change management.

#4 – Moving to the Cloud

**Organizations are
moving to the Cloud!**

Foundation

Cloud HRMS



Multiple Blueprints to the Cloud

There is no right or wrong way to move to the Cloud



Rip & Replace

Move everything all
at once to the Cloud

TM Only

Move only TM
applications
to the Cloud

TM & WFM

Moving only WFM or
TM applications to the
Cloud

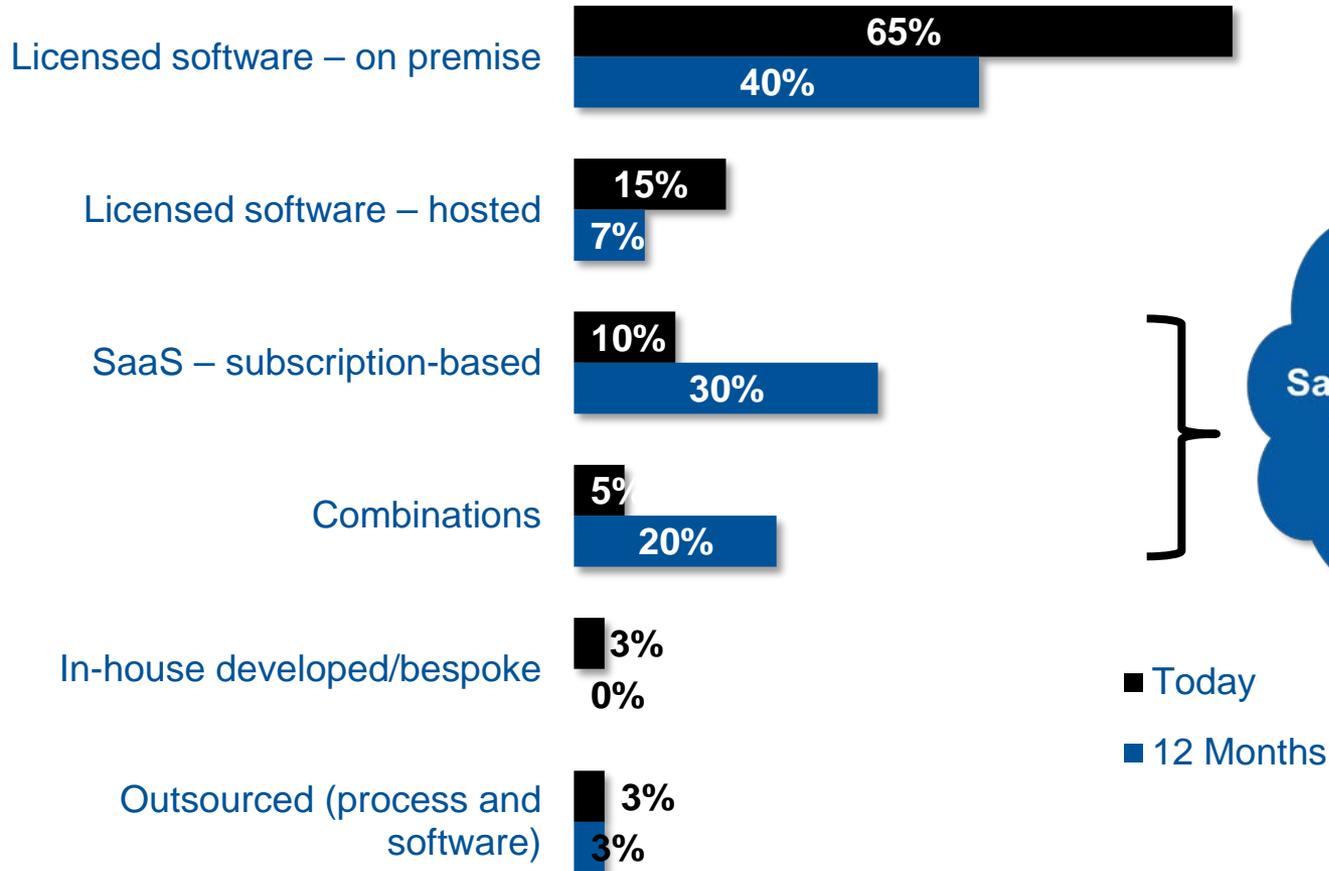
Hosting/Outsource

Single Tenant, but
hosting with the vendor
or another organization

Higher Ed HRMS Deployment Models

Higher Ed Has Big Dreams for SaaS

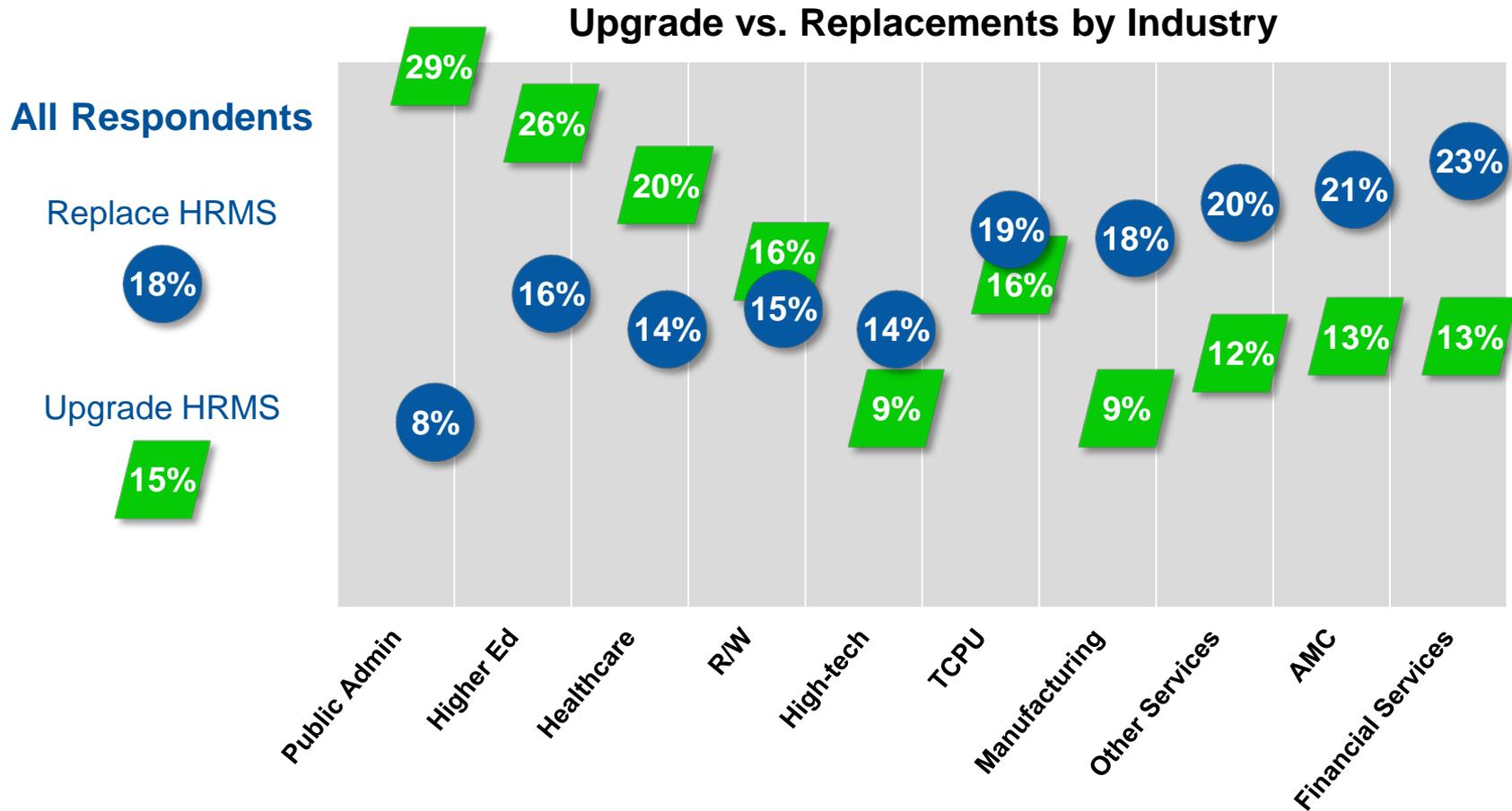
HRMS Application Deployment Only



Higher Ed Plans to grow SaaS Adoption to 50% in 12 months with Combinations! .

More HRMS Replacement Initiatives

With Variations by Industry



	Replacement Initiatives	Upgrade Initiatives
Private – Higher Ed	19%	11%
Public Sector – Higher Ed	15%	38%

n=823

HRMS Higher Ed Vendor Landscape

12 Months Plans Indicate Increased SaaS Adoption

HRMS Higher Ed Vendor Outlook Overall

Please note that these represent survey adoption levels, not Market Share

	Overall	
	Today	In 12 Months
Oracle (PeopleSoft Enterprise)	43%	45%
Accero/Softscape (Sum Total)	10%	10%
Workday	7%	31%
Infor/Lawson	4%	4%
Employee Central/Success Factors	4%	7%
Oracle (JD Edwards)	0%	4%
Sentric	0%	4%
Other	36%	14%

* SAP adoption underrepresented

Columns do not add to 100% as organizations have multiple solutions in use

Colored cells indicate greater than 5% gain or loss projected in 12 months.

 +5% loss

 +5% gain

#5 – User Experience Is Important

**User Experience drives
move to new technologies!**



#1 Reason For Moving is User Experience!

How Are Vendors Doing?

1 = **Poor** – not user friendly, excessive steps, limits use

2 = **Acceptable** – workable but requires training to use

3 = **Excellent** – intuitive, user-centered design, effectively promotes use

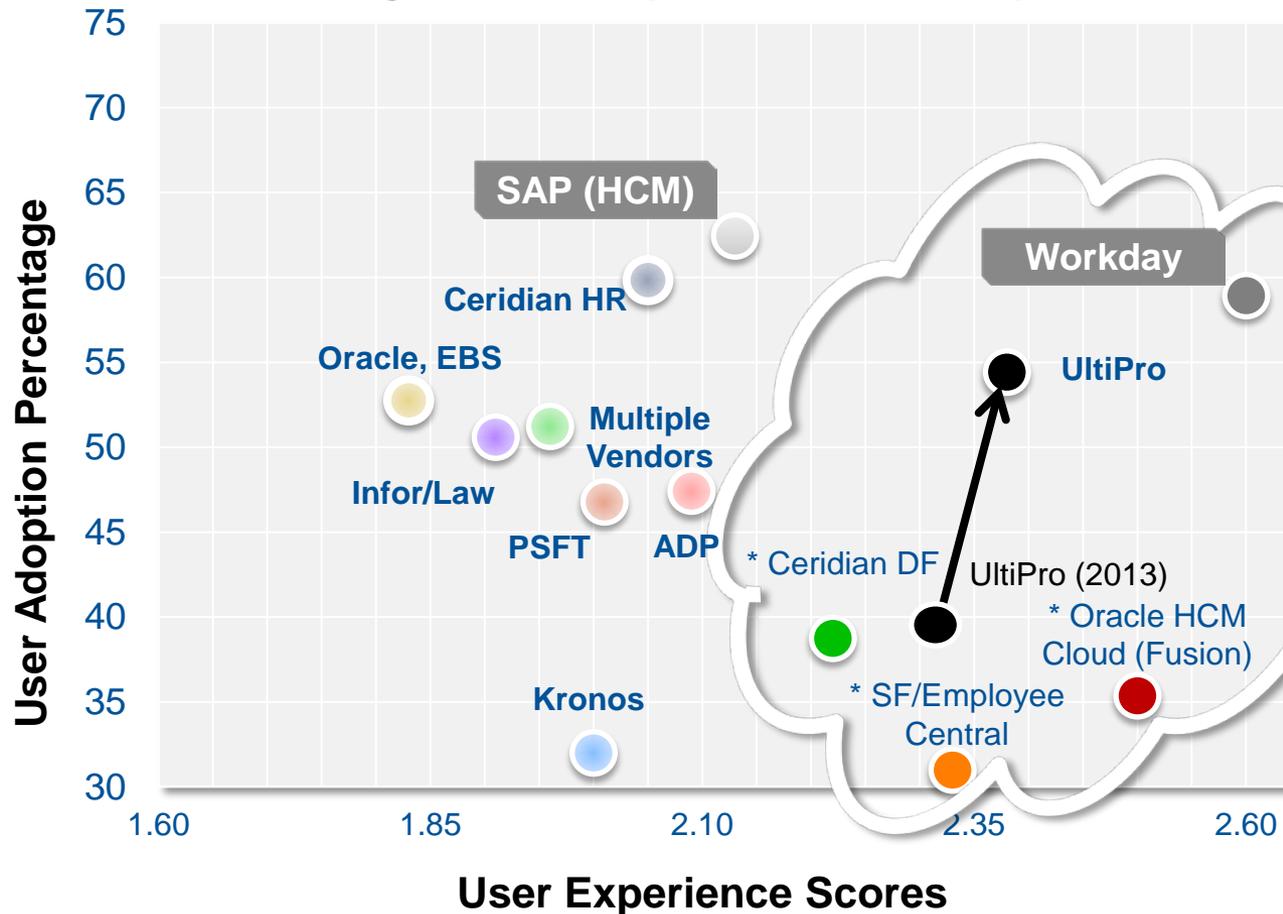
And, why is it is such a big deal?

It's about driving user adoption,
so both employees and the organization
get the most value from the solution!

User Adoption Level by User Experience Scores

Higher User Experience Scores with Newer Cloud Solutions

HR Management System
Manager User Adoption and User Experience



UlitiPro:
Manager adoption, increased by 47% from last year.

Organizations with new cloud solutions will see increased adoption levels quickly.

* Sample Size Small, Indicative Data Only

n=389

Low Industry Net Promoter Scores

Actions to Take from HRMS Scores

- **Plan for faster implementations, upgrades, or release deployments**

Don't try and boil the ocean. Piloting and phased rollouts can help reduce project time. Complete process re-engineering before technology work, not during.
- **If your organization is on an older release, consider changing!**

Those on older releases are the most unsatisfied by 40 points lower than the average. Those on newest releases are 8–20 points higher than the average.
- **Customize as a last resort!**

Those with high levels of customization (over 25%) are 20 points lower than those with moderate and low customization, and 50% lower than those with no customization. Those with no or low customization give the highest scores, 62 points higher than those with high levels of customization.
- **Develop an enterprise integration strategy**

Those with an Enterprise Integration Strategy and Platform have scores 10 points higher than the average, and 14 points higher than those that integrate on a case by case basis.

#6 – Leveraging Full HR Technology Suites

Organizations that leverage full WFM, TM, and BI suites have better outcomes!

Foundation

Workforce Management, Talent Management, and Business Intelligence



Talent Management Applications

Current State: Focus is on Suites

Talent Acquisition

Marketing, Branding, Sourcing,
Assessing, Onboarding

Performance Management

Goals, Objectives, Rankings, Plans

Learning & Development

Training, Dev., Certifications,
Content Mgmt., Knowledge Mgmt.

Compensation Mgmt.

Pay Ranges, Evaluation, Rewards,
Incentives, Modeling

Talent Profile

Competencies, Skills, Experience,

Succession Management

Reviews, Assessments, Ranking,
Development

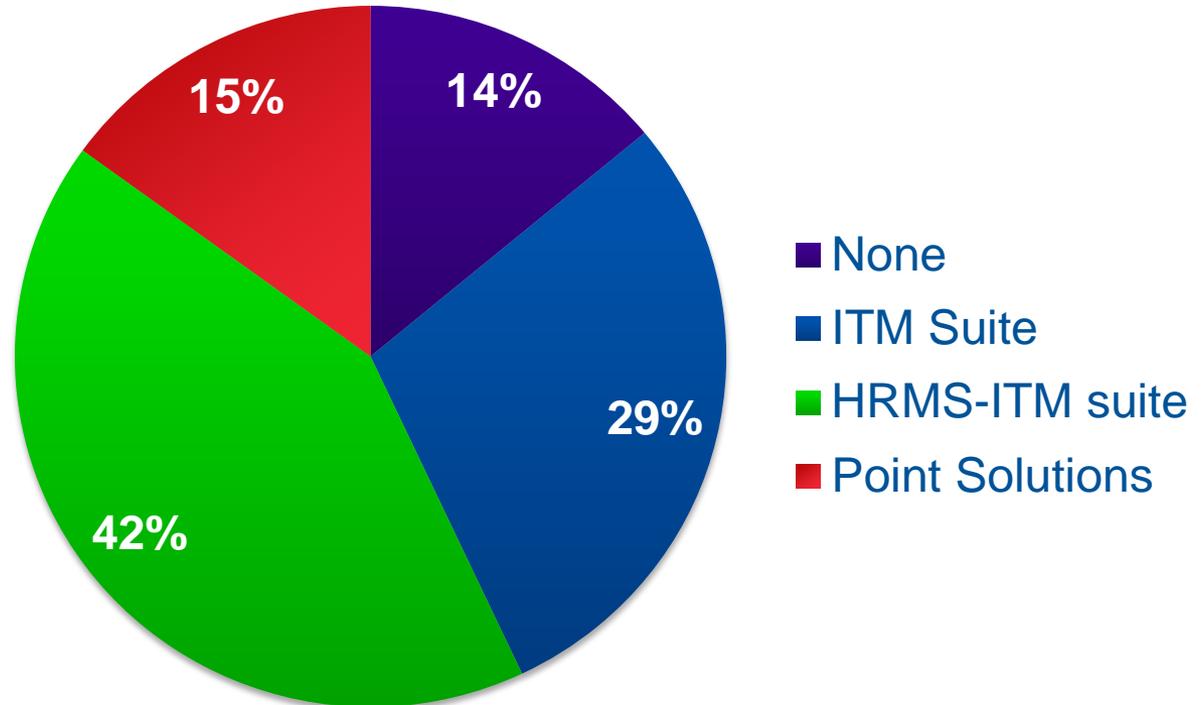
Career Management

Development, Coaching, Mentoring,
Mobility

Embedded TM Analytics

Gaps, Planning, Identification,
Reporting

Primary Approach to Selecting Integrated Talent Management Applications



Workforce Management Applications

Current State: Organizations Still Struggle to Define WFM

Time & Attendance (Labor)
Time tracking, Activity tracking

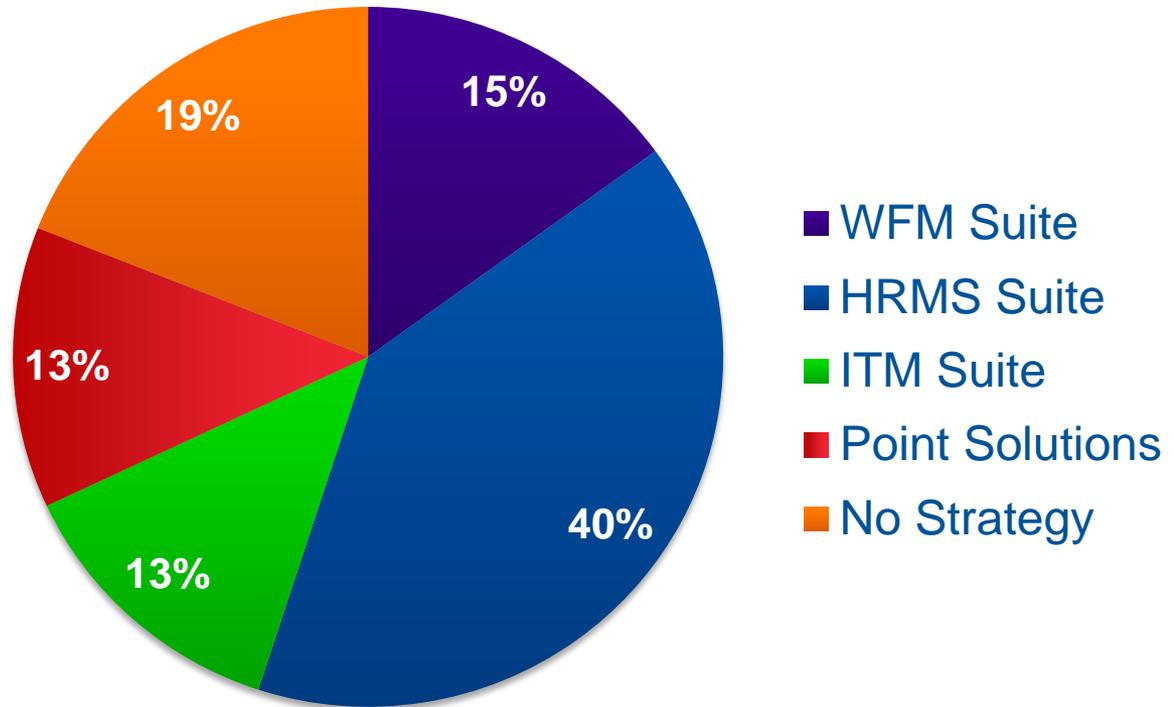
Absence Management
Request off, Missed work

Leave Management
Leave requests, Case management, Compliance

Workforce/Labor Scheduling
Schedule, Resource analysis

Workforce/Labor Budgeting
Labor analysis, Forecasting

Primary Approach to Selecting Workforce Management Applications



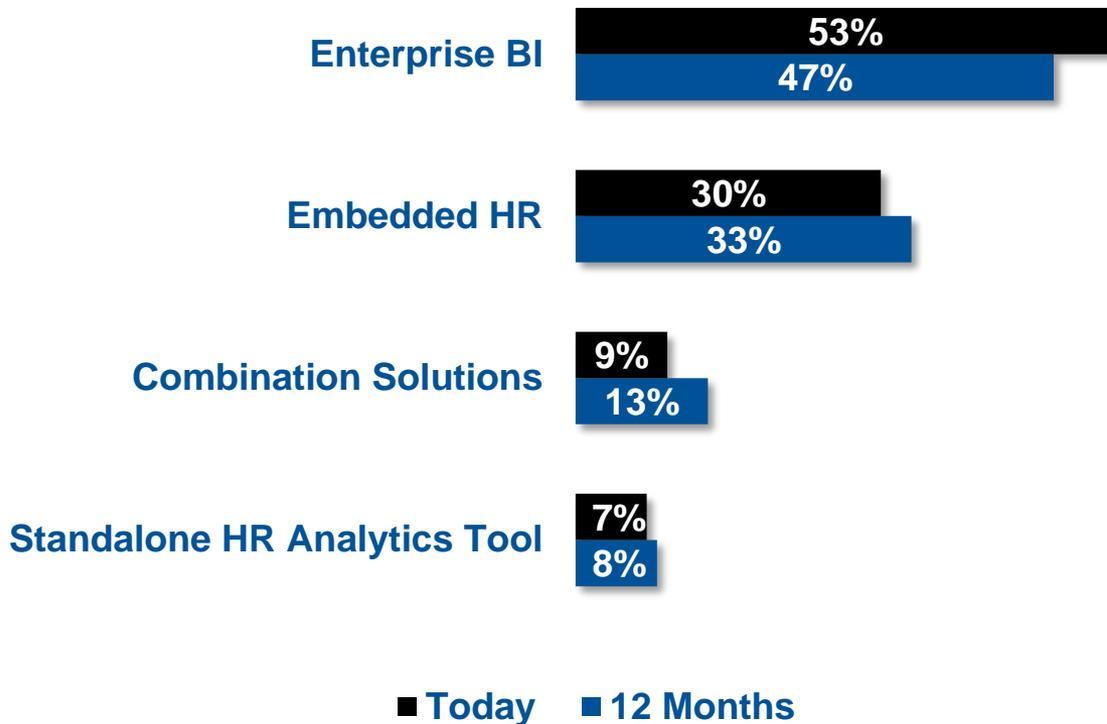
n=580

* WFM Suite – Not part of the HRMS or ITM Suite

BI/Analytics Deployment Approaches

Increase in Embedded Analytics Solutions

Business Intelligence/HR Analytics Approach



Predominantly
Standalone Apps



With experience,
organizations moved
to adopt
Enterprise Solutions



Currently, an
emerging trend of
Embedded HR Analytics



Going forward, we will see
44% growth in adoption of
Combinations



Top Adopters of WFM, TM, and BI

Achieve Higher Outcome Scores and Higher ROE



Top Workforce Management, Talent Management, and Business Intelligence Adopters:

- Have across the board higher HR, talent and business outcome scores
- Achieve higher Return on Equity (31% higher than lower adopters)

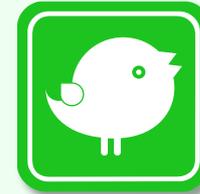
They integrate WFM, TM, and HRMS data three times as often as lower adopters.

#7 – Social is Settling In....

**Organizations that leverage
Social Technologies
strategically in HR see higher
levels of HR tech adoption!**

Innovation

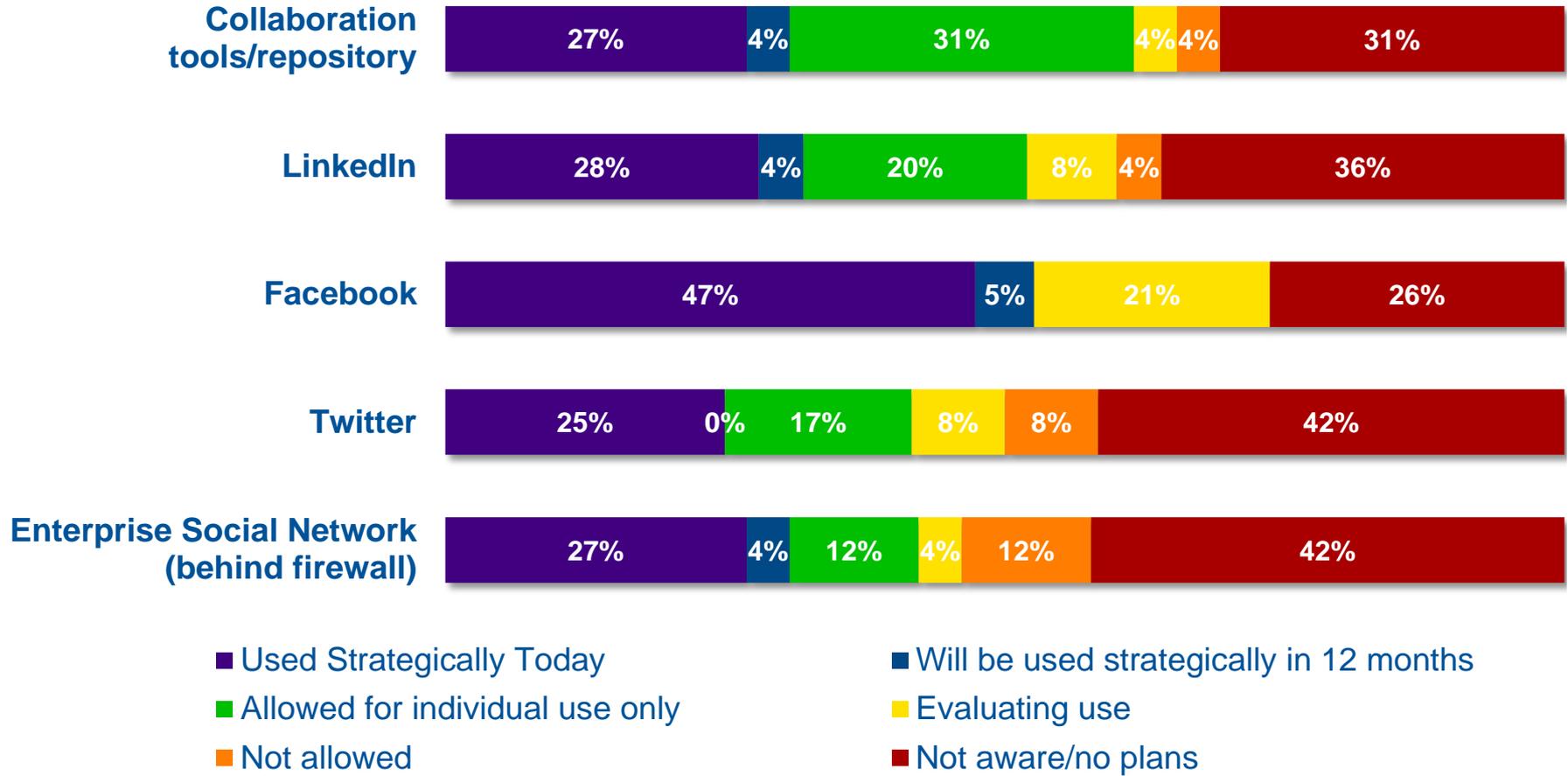
Social



Higher Education

Strategies for Social Tools

Social Tools Use and Plan

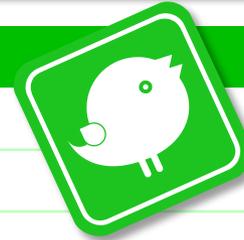


n=494

Social-enabled Process Adoption

Recruiting Staff and Hiring Managers Have the Highest Levels of Use

Major Social-enabled HR Processes	Workforce Using	
	Today	In 12 Months
Administrative – HR management/record keeping	14%	21%
Workforce Management – Time and labor/time and attendance	8%	14%
Talent Management		
Recruiting	23%	29%
Performance management/Goal management	10%	16%
Learning and development	14%	22%
Compensation	5%	11%
Recruiting (recruiting/talent acquisition staff)	67%	74%
Recruiting (hiring managers)	26%	36%
Business Intelligence/Workforce Analytics	8%	13%
Average workforce adoption across all mobile-enabled processes	12%	18%



n=186

#8 – Rapid Growth of Mobile

**Mobile technology is changing
how we deliver HR Technology!**

Innovation

Mobile



Mobile-enabled Process Adoption

Mobile Adoption Will Grow by Over 100%

Major Mobile-enabled HR Processes	Workforce Using	
	Today	In 12 Months
Administrative	15%	33%
HR management/record keeping	11%	31%
Payroll	19%	35%
Workforce Management	8%	25%
Time and labor/time and attendance	7%	24%
Leave management	8%	27%
Absence management	8%	26%
Workforce scheduling/Labor scheduling	7%	23%
Talent Management	20%	37%
Recruiting	17%	31%
Performance management/Goal management	25%	40%
Learning and development	24%	37%
Compensation	20%	39%
Succession planning/management	13%	32%
Business Intelligence/Workforce Analytics	4%	13%
Average workforce adoption across all mobile-enabled processes	13%	27%



n=568

Why Add Mobile to Service Delivery Tech?

Higher HRMS User Experience Scores

HRMS User Experience Scores**
by Service Delivery Model



49% increase in user experience scores with combined self service, help desk, and mobile technologies.

*With Self Service: Employee and manager self service applications serve 60% or more of employees and 50% or more of manager populations

**User experience scores based on a three point scale: 1 = Poor, 2 = Acceptable, 3 = Excellent

n=158

#9 – Quantified Organizations

**Data driven HR organizations
see greater financial outcomes!**

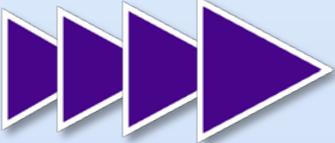
Innovation

Quantified Organization



Introducing the “Quantified Organization”

An Environment of Data-driven Decision Making

	Quantified Organization	Not Quantified
<p>Better BI Process Maturity</p> 	<p>BI Process Maturity</p> <p>3.2</p> <p>Effective</p>	<p>BI Process Maturity</p> <p>1.8</p> <p>Efficient</p>
<p>More Manager Access to Analytics</p> 	<p>Managers with BI access</p> <p>74%</p>	<p>Managers with BI access</p> <p>20%</p>
<p>More Data Sources</p> 	<p>BI Sources</p> <p>4.8</p>	<p>BI Sources</p> <p>2.4</p>
<p>More Categories of Metrics</p> 	<p>Metrics Categories Tracked</p> <p>4.2</p>	<p>Metrics Categories Tracked</p> <p>2.8</p>

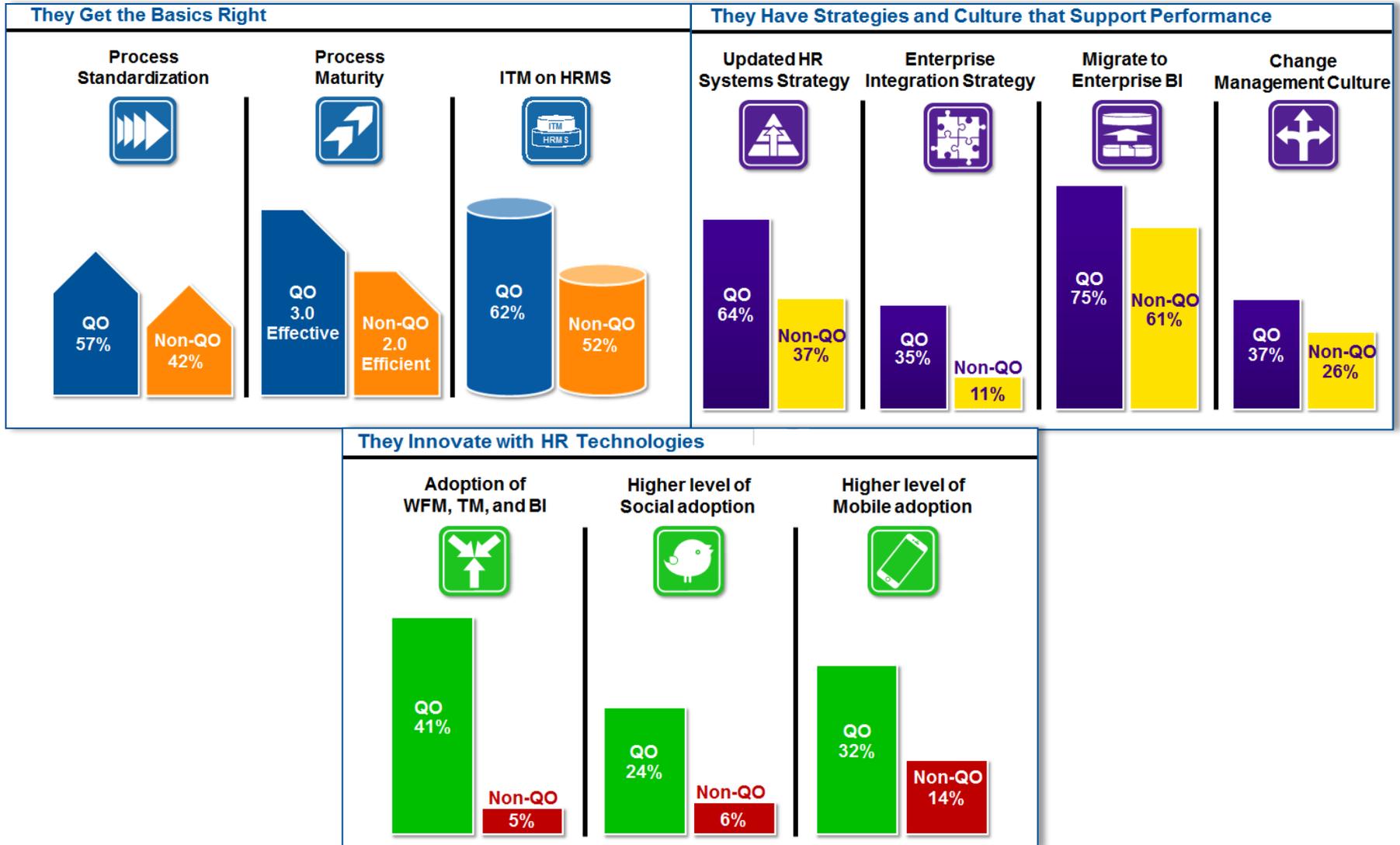
Quantified Organizations Outperform!

They Have 79% Higher ROE than Non-QOs

	Quantified Organization	Not Quantified
Return on equity measures an organization's success at generating profits from every unit of shareholders' equity, such as that allocated for HR technologies. A company that earns an ROE in excess of its cost of equity capital adds value.	ROE 18%	ROE 10.1%

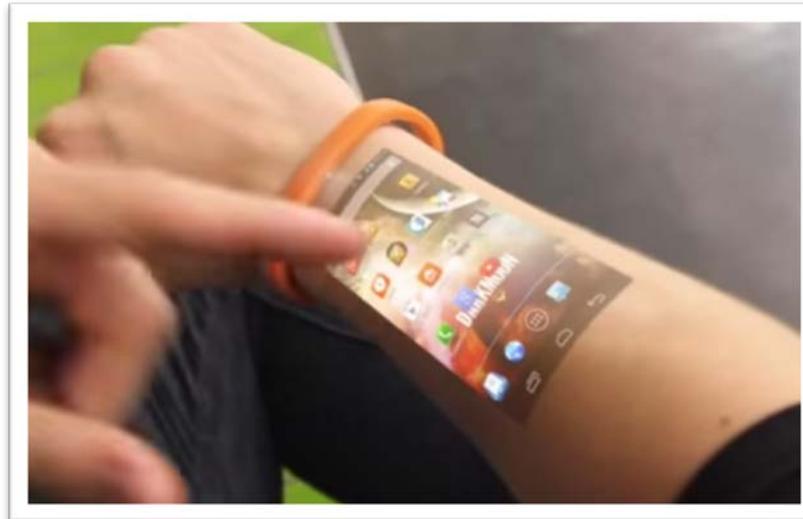


Lesson from Quantified Organizations



#10 – The Era of Transparency and Data

- People want to be known as Individuals...
Employees are people...
- Wearables > IOT > Beyond...
- Government regulations, local regulations, and corporate policies are all increasing.
- Growing importance of cultures, changing families, and peer groups
- Every 3–6 months consumers are accustomed to upgrading technology



Emerging Technologies

Watch this Space!

	Workforce Using		
	Today	Evaluating	No/NA
Gamification of applications	34%		66%
Wearable technology	7%	4%	89%
Social aggregation applications	4%	6%	91%
Fatigue management applications	2%	1%	97%
Robotics/artificial intelligence	1%	3%	96%

Gamification

42% of organizations using gamification are using it for **wellness programs**.

Wearables

60% of organizations using wearables believe the benefit will be **“increased workforce productivity.”**

Social Aggregation

80% of organizations using SA tools search **Twitter, Facebook, LinkedIn**.
Newer media of **Google+, YouTube, Pinterest, Instagram** searched by **25%** of respondents.

Visit the Sierra-Cedar Website

Get Full Survey Details and Sign Up To Participate This Year!

HR Systems Survey

You are here: Home / Research / HR Systems Survey

Sierra-Cedar 2015-2016 HR Systems Survey 18th Annual Edition

THANK YOU!

[PARTICIPATE NEXT YEAR](#)

The highly respected *Sierra-Cedar HR Systems Survey* is the longest-running industry research effort that tracks the adoption, deployment approaches, and value achieved from enterprise HR technologies. We study the roadmaps that organizations navigate and decisions they make regarding technology, integrations, processes, and people when building an empowered HR function that serves the workforce and supports organizational outcomes. We provide practical data on emerging and innovative technology trends and help organizations understand how they can capitalize on them. We share this research freely to assist organizations with developing their HR systems strategy, devising a plan, justifying investments, and ultimately executing on their HR technology vision. All responses are confidential and only used in aggregate results. [Download all HR Systems Survey White Papers here.](#)

[Contact Us](#)

2014-2015 Survey Facts and Stats

- Total Workforce Represented: 19 Million
- Avg. number of Employees = 16,657
- Employees + Contingent (in millions)
- 482 Global Organizations, 162 Headquartered outside the US
- Global: 46%
- Non-Global: 54%
- Regional Breakdown: Europe (3%), North America (55%), Asia Pacific (9%), Africa (4%)

www.Sierra-Cedar.com/annual-survey