



Sierra-Cedar

Critical Decision Making for Human Capital Management

October 1, 2015

Today's Presenters



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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

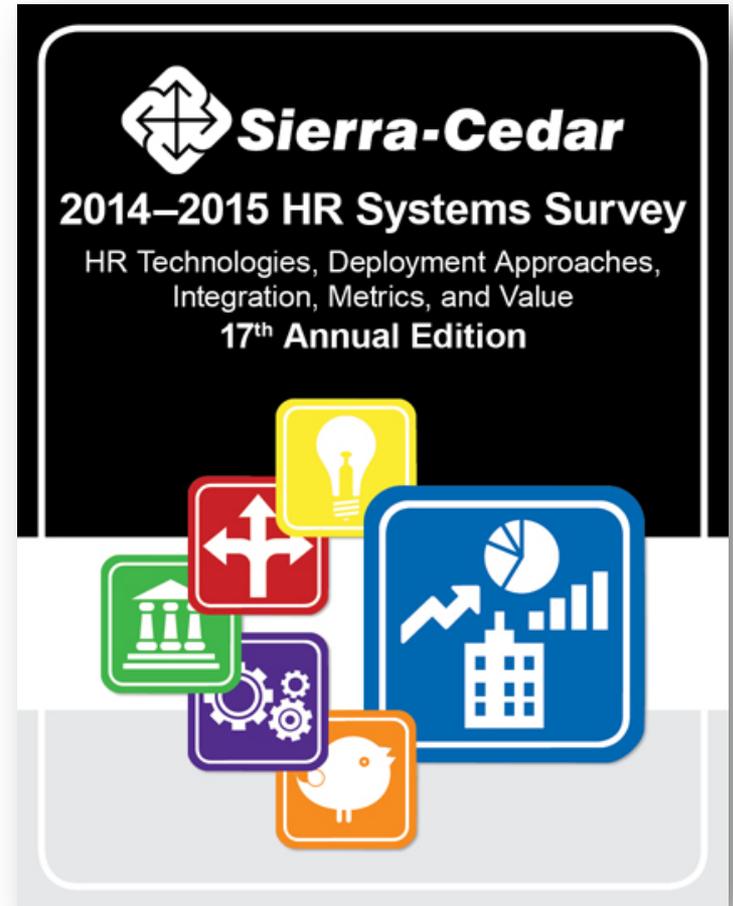
Over 18 years of continuous data gathering

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](#)

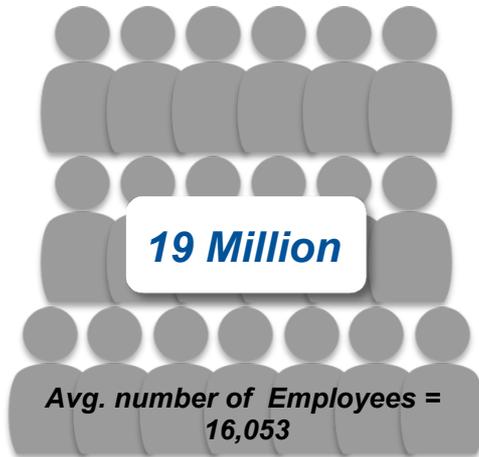
[Download the 17th Annual White Paper](#)



Sierra-Cedar 2014–2015 HR Systems Survey

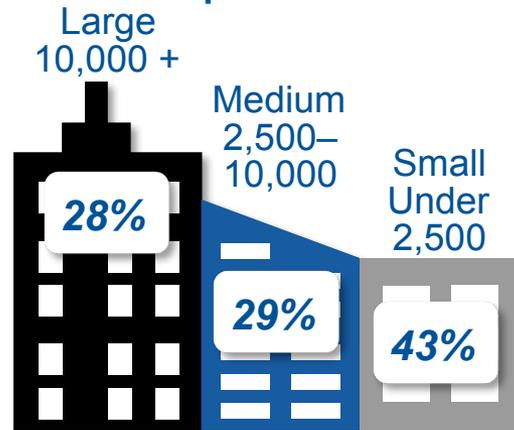
Demographics: All Respondents

Total Workforce Represented

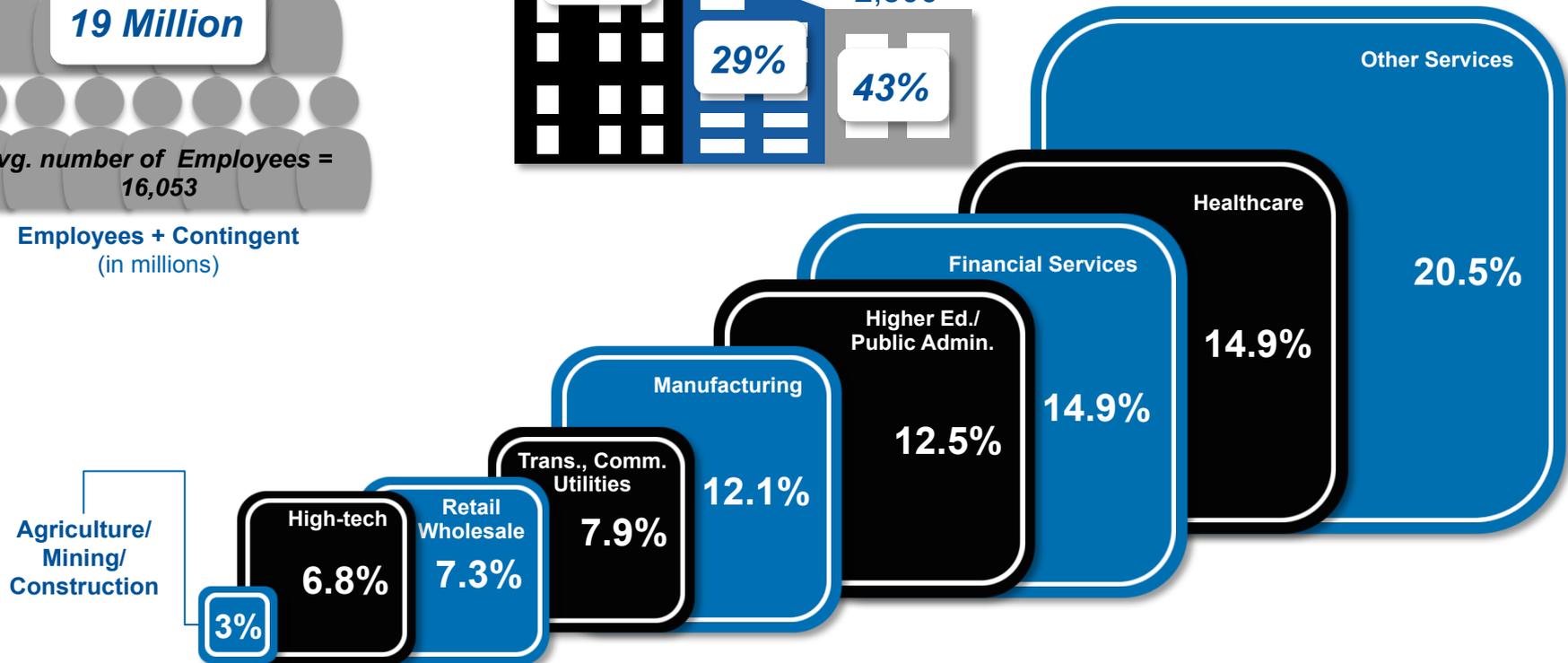


Employees + Contingent
(in millions)

Organization Sizes Represented



1,063
Organizations



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

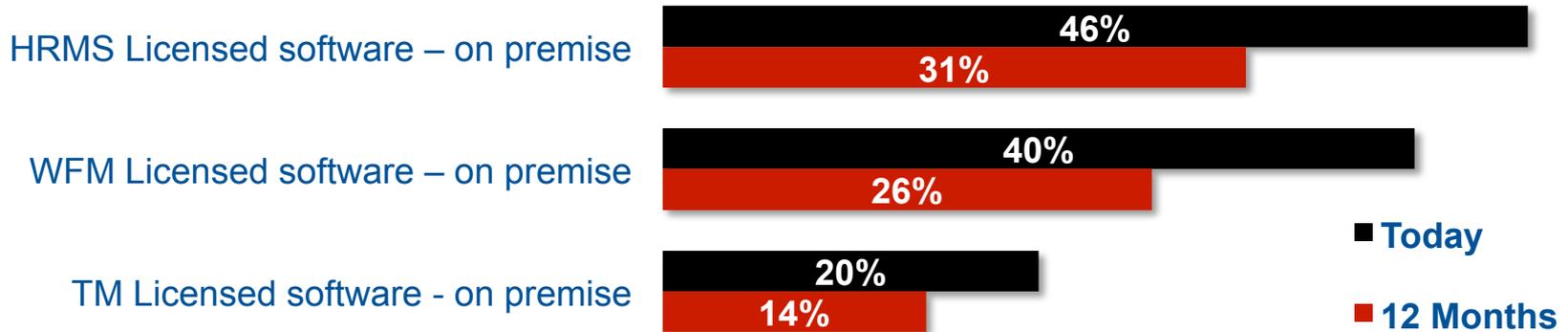
Backlog, Pipeline, Customer Satisfaction

Project Costing, Contracts, Grants

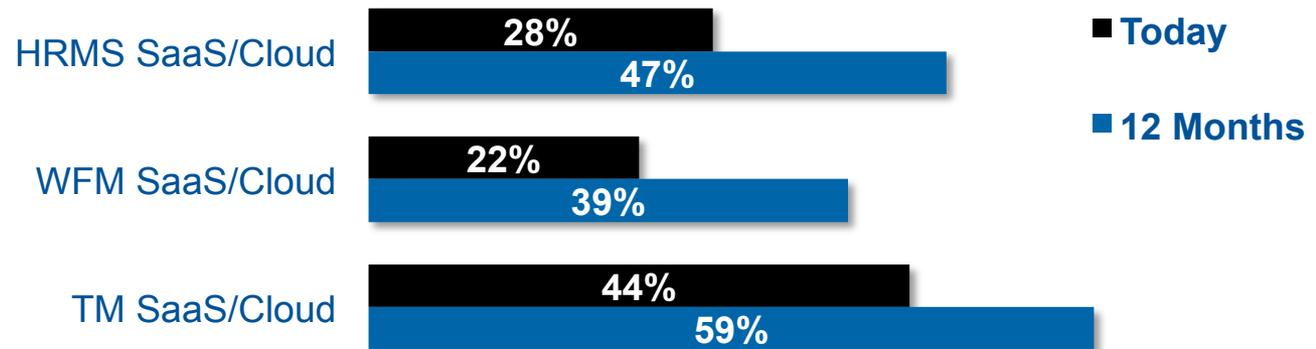
2014–2015 HCM Technology Deployment

Movement to the Cloud is happening in all HR Technology areas

HRMS Application On-Premise Deployment



HRMS Application SaaS/Cloud Deployment

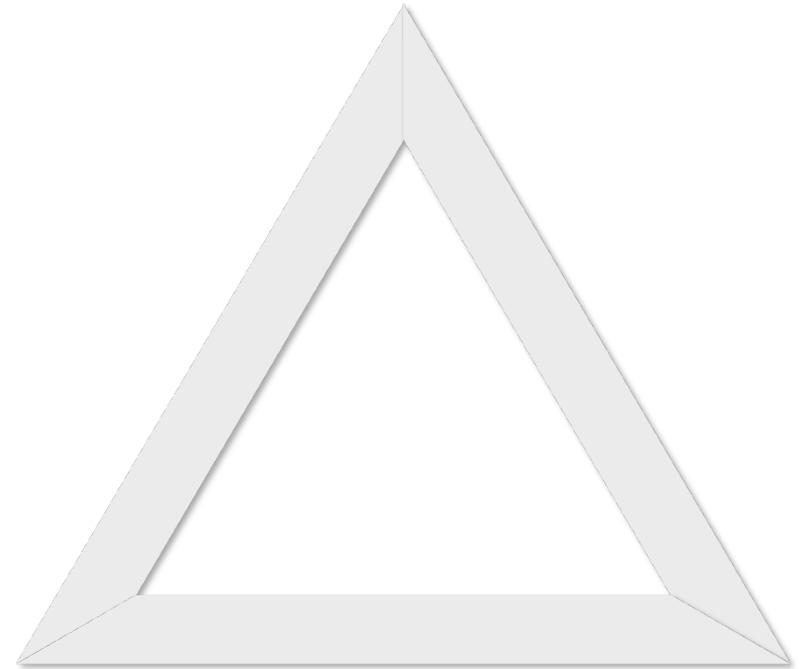


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* Note these do not include combination or hosted environments

Triggers Driving Technology Changes

- Obsolete technology
- Mergers and acquisitions
- Rapid organizational growth
- Industry economic factors
- Workforce changes
- New business goals
- Reduction in entry cost



Change...



Kenneth F. Murphy
Former SVP HR of Altria Group and writer

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

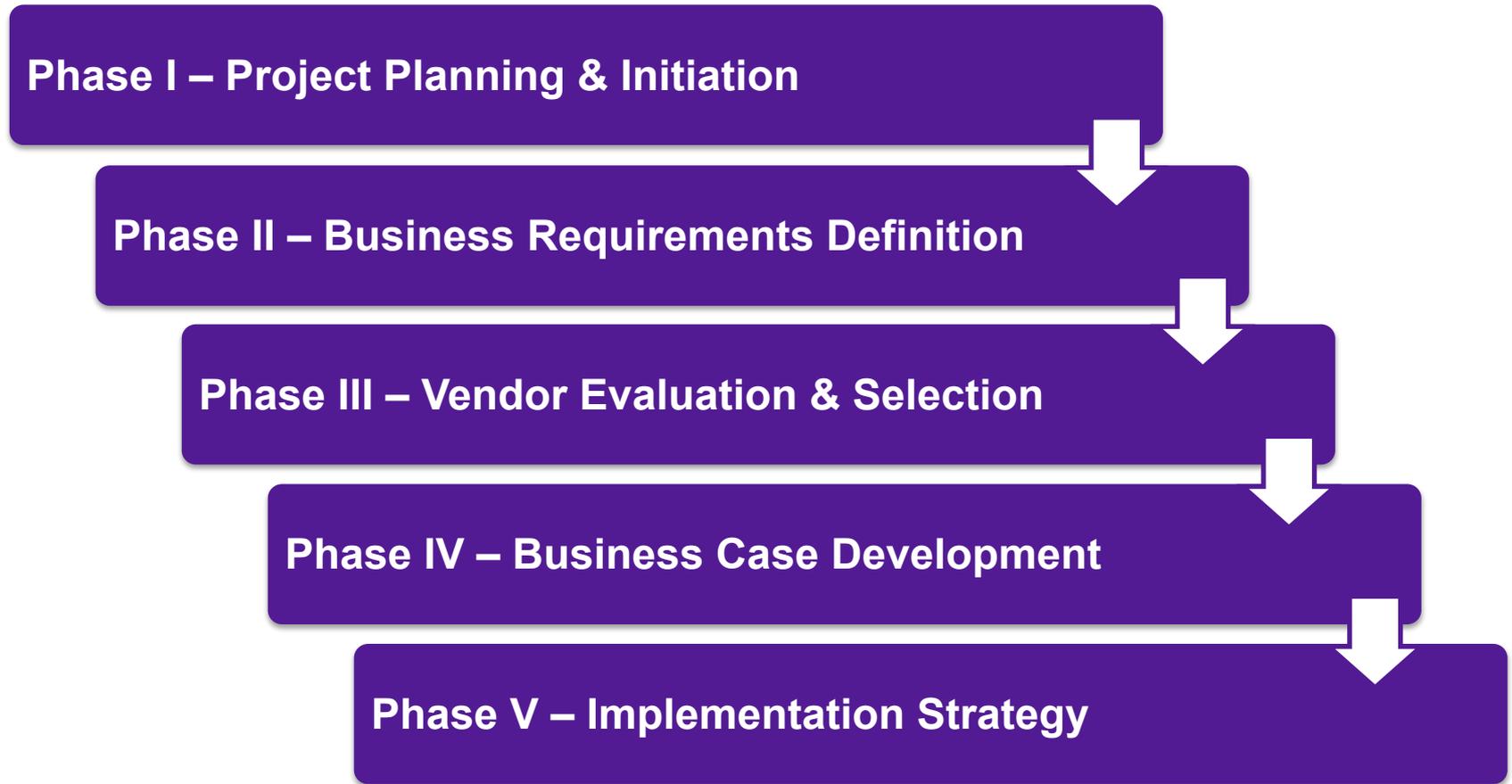
Hosting/Outsource
Single Tenant, but
hosting with the vendor
or another organization

Audience Survey Question 1

Do you plan to conduct a major technology selection effort in the near future?

- Yes, next 6 months
- Yes, next 12 months
- Yes, next 2 years
- Not at this time
- I don't know

Typical On Premise Solution Evaluation



Timeline can be 10–12 weeks—up to 2 years!

Traditional Technology Selection

Focus on Automation/Efficiency/Business Goals

1. Evaluate current state
2. Document Strategy (Business Drivers/Goals)
3. Identify key process areas
4. **Process map key processes**
5. **Identify features and functionality**
6. Complete a features and function checklist (for each process area)
7. Complete massive Use Case Scenario lists
8. Send out **RFIs**
9. Send out **RFPs** and conduct demos
10. Complete a User Experience Review
11. Send out **RFQs** and negotiate price
12. Keep vendors at arms length through the decision making process
13. Make selection and move forward

**Purchase for 7–10 years,
few updates, limited services,
focus on data capturing**

Cloud Technology Selection

Focus on User Experience/Business Outcomes

1. Evaluate current state
2. Document Strategy (Business **OUTCOMES**)
3. Gather **USER EXPERIENCE** expectations
4. Identify key process areas
5. **Vendor Show and Tells (Roadmaps)**
6. Create 5–7 Use Case Scenarios (Key Functionality)
7. Send out RFPs and conduct demo's
8. Narrow list to top 2–3 Vendors
9. Test use cases, data input and extraction, integrations, and various user experiences
10. Make selection and move forward

**Purchase for 3–5 years,
continuous updates, lots of services,
focus on data output**



Evaluate current state

- What does your current HR system environment look like?
- What other systems feed, interact, obtain data from the HR Systems?
- What data is similar across HR Systems and Business systems?
- What is the enterprise approach to
 - **Content, social, and workflows?**
 - **Security, integrations, and mobile?**
 - **Vendor relationships, technology selections, and deployment options?**
- What is the level of Excellence for each HR Technology area?
- What are the barriers to higher levels of excellence?

Sierra-Cedar HCM Application Blueprint

General Ledger, Purchasing, Budgeting, T&E

Vendor Management

FIN

Enterprise Content

Enterprise Social

Enterprise Workflow

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Network Security

Mobile Access

SOA, API, ETL

Integration Platform

Projects

Backlog, Pipeline, Customer Satisfaction

Project Costing, Contracts, Grants

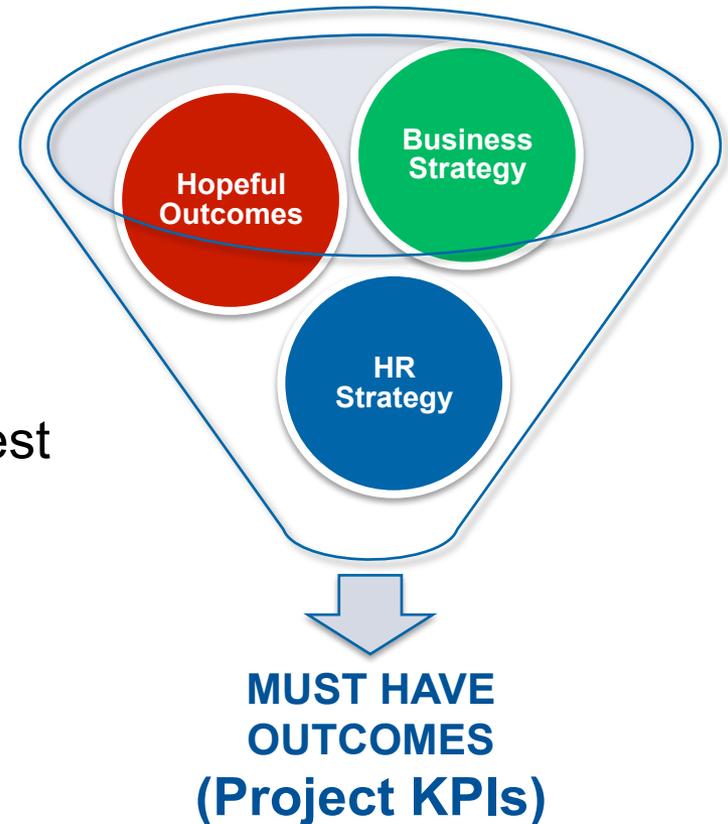
Preparing for an Evaluation

Getting to your Critical Outcomes

2

Document Strategy (Business OUTCOMES)

- Gather available business strategies
- Identify key stakeholders, influencers, decision makers
- Define business, HR, talent outcomes
- Narrow the list to MUST HAVE outcomes
- Which solutions/processes have the greatest impact on your outcomes?



Examples of Key Outcomes

HR Outcomes

HR alignment with business strategy

HR cost efficiency

Employee engagement

Talent Outcomes

Ability to develop a highly qualified workforce

Availability of workforce data for decision making

Talent mobility

Ability to attract top talent

Retention of top talent

Business Outcomes

Market share

Organizational profitability/Cost efficiency

Customer (constituent) satisfaction

Competitive advantage

Innovation

Employee and manager productivity

Scale of 1–5

Strongly Declined	<input type="radio"/>
Declined	<input type="radio"/>
Neutral	<input type="radio"/>
Improved	<input type="radio"/>
Strongly Improved	<input type="radio"/>

Setting Scope

	Required (Y/N)	Australia	Brazil	Canada	Chile	China	Czech Republic	Denmark	External Association	France	Germany	Hong Kong	Internal Association	India	Ireland	Italy	Kordoba	Malaysia	Netherlands	Netherlands	New	Sing	
1.0 Budgeting																							
Manage Budget Change Requests																							
Trend Analysis & Multi-Year Forecasts																							
2.0 G/L Accounting & Reporting																							
3.0 Purchasing																							
Select Vendor/Award Contract																							
4.0 Accounts Payable																							
Record & Match Receipt of Goods and Services																							
5.0 Fixed Asset Management																							
Account for Capital Leases																							
6.0 Work Order Processing																							
7.0 Payroll																							
Payroll Administration																							
Tax Collection and Remittance																							



	Required (Y/N)	Australia	Brazil	Canada	Chile	China	Czech Republic	Denmark	External Association	France	Germany
24.0 Recruiting & Onboarding											
25.0 New Hire Activation											
26.0 Personnel Administration											
27.0 Employee Relations											
28.0 Development & Training											
29.0 Talent (Compensation & Performance)											
30.0 Benefits Administration											
31.0 Time Collection											
32.0 Payroll											
33.0 Absence Management											
34.0 Recognition											
35.0 Health & Safety											
36.0 Organization Administration											
29.0 Talent (Compensation & Performance)											
30.0 Benefits Administration											
31.0 Time Collection											
32.0 Payroll											
33.0 Absence Management											
34.0 Recognition											
35.0 Health & Safety											
36.0 Organization Administration											

Preparing for an Evaluation

Clarifying User Experience Expectations

3

User Experience Expectations

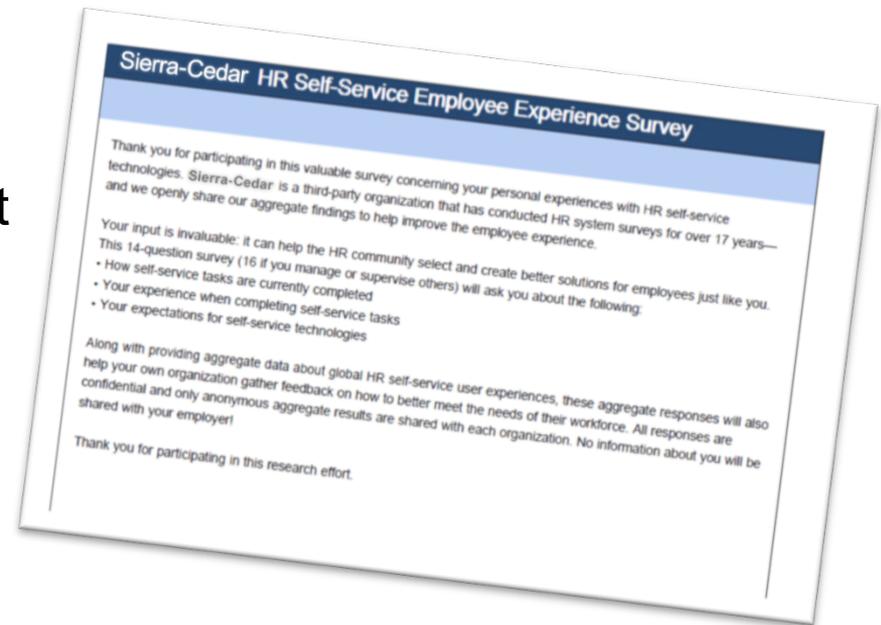
- Hold stakeholder and key influencer interviews
- Run regional, business unit, or functional focus groups
- Conduct social listening exercises that look at internal and external comments on the use of company technology
- What is your industry doing
- Implement technology feedback or change surveys

Expert Interviews: Are You Ready?



Employee Feedback Survey

- 92% of employees actually completed an employee self-service task online.
- Employees are most likely to contact their manager to request vacation/ sick leave time – versus HR.
- 32% of Asia and 35% of Europe employees did not know that they could swap shifts or change withholdings on-line, compared to 18% of the U.S. employees.
- The most frequently done task by employees on a mobile device was to manage work related connections (social).
- Submitting job posting had the lowest (manager) user experience.
- Asia-Pacific Millennials supervisors were the most likely to call HR versus using manager self-service HR tools.



Identify Key Processes & Options

4

What type of solutions can achieve:

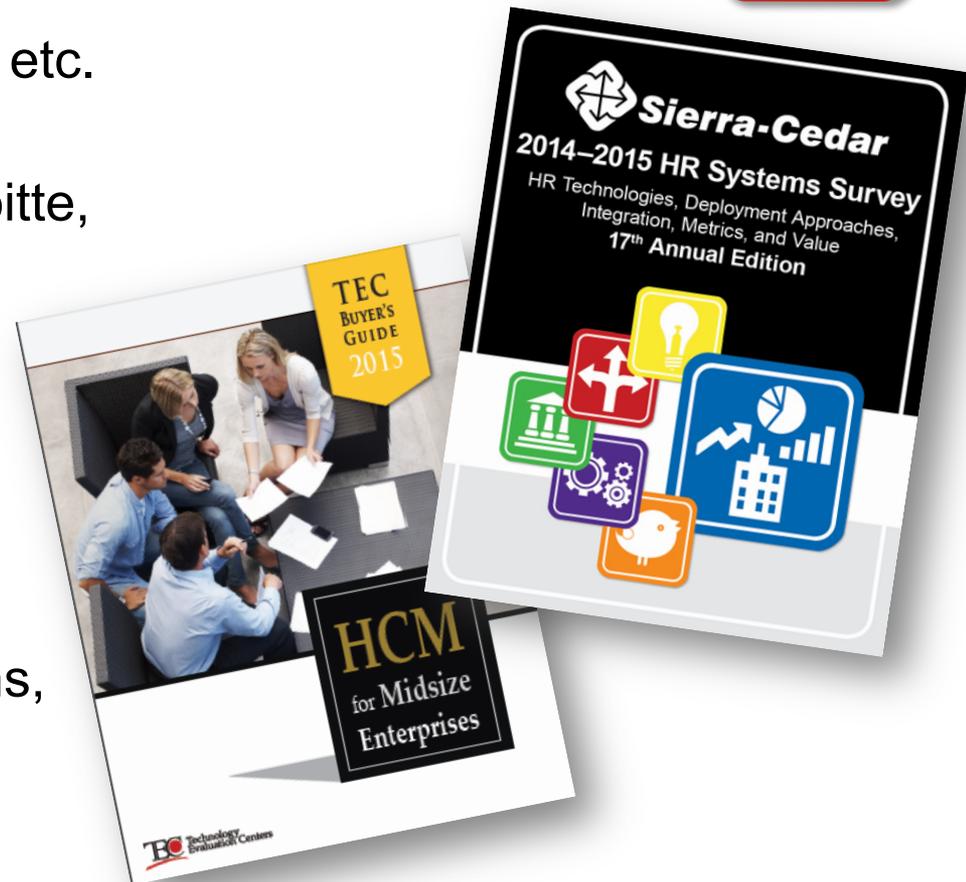
- Must-have outcomes
- End-user expectations
- Current state realities



Research Can Help Narrow the Vendor Field

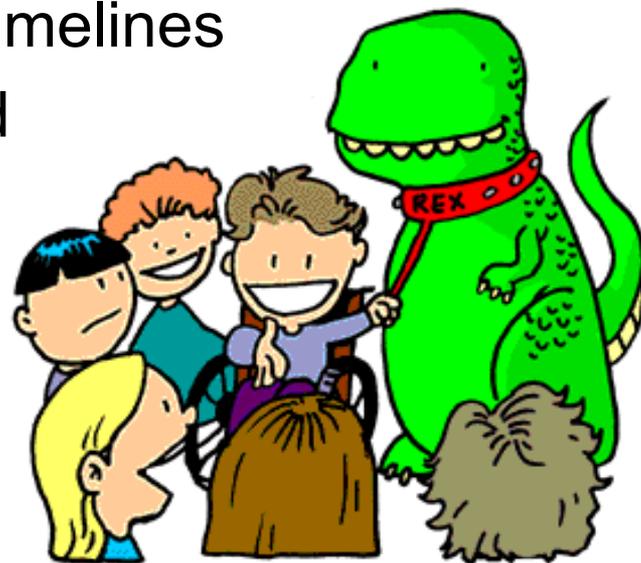
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- **Associations:**
IHRIM, SHRM, LEHRN, PEHRS, etc.
- **Paid Research:**
Gartner, Forrester, Bersin by Deloitte, KeyInterval, etc.
- **Complimentary Research:**
Sierra-Cedar, TowersWatson, Technology Evaluation Center
- **Events:**
Vendor Events, HR Technology Conference, User Group Sessions, HR Technology World Congress, Regional Events
- **Bloggers, Influencers, Peers:**
LinkedIn Groups, Facebook, and Twitter



Vendor Show & Tells

- Schedule these as remote or at events, ***Quick and Easy***
- Look at big, small, new, and existing vendors, time to explore
- Be transparent about your selection process
- Share the Key Outcomes you need to achieve
- Let them “wow” you, but don’t Fall in Love
- Request Functionality Roadmap & Timelines
- Discuss support and services offered
- Discuss prioritization of updates
- Look for Industry expertise



Who's Coming for Demonstrations?

6

- Identify 3–5 Vendors for Use Case Scenario sessions
- Create 5–10 Knock Out/Critical Questions
- Create 5–7 Key Use Case Scenarios with roles, outcomes
- Schedule ½–1 day for these sessions
- Evaluation tool for objective reviews
- The same broad, evaluation team
- Remote demos, keep it objective ...



Developing Use Cases

Requirement ID	Description	Current System	Area	Priority
R-004	Integration with XXX to schedule, administer, track, and receive data for digital (remote) interviews. Need to be able to schedule candidates for digital interviews and assessments (self-paced). Need away to record results and make available to authorized parties.	Done manually today	Interface	Important
R-021	Automatically administer XXX assessments when candidates are prequalified for a position. We also need the system to update the candidates step/status based on the results of the assessment then make the score(s) available to the hiring manager with the full assessment detail report accessible to the recruiter.	Legacy/Custom	Workflow	Must
R-033	Calibration tools to complete within a job family in a similar workflow process			
R-040	Individual reports available summary of their ratings			
R-047	Candidate completes app			

Recruiting and Resume Management

Scenario: CLIENT receives approximately 90% of Job Seeker resumes through the Website or directly from targeted searches. Need a front-end resume management system and requires one that will automate the update of resume information to a database and provide searching capabilities.

Demonstrate how Job Seeker resume and cover letter text data can be extracted from a resume document (MS Word) and populated to fields in the database.

Demonstrate how Job Seeker resume and cover letter image files can be stored on either the front-end Resume Management System or the HRIS system.

Demonstrate how resume text data fields and resume image files can be searched based on user defined criteria (degree, years of advanced education, years in related positions, skills, languages, etc.) to determine Job Seekers who meet minimum requirements and are therefore considered CLIENT applicants.



Vendor Relationship Testing



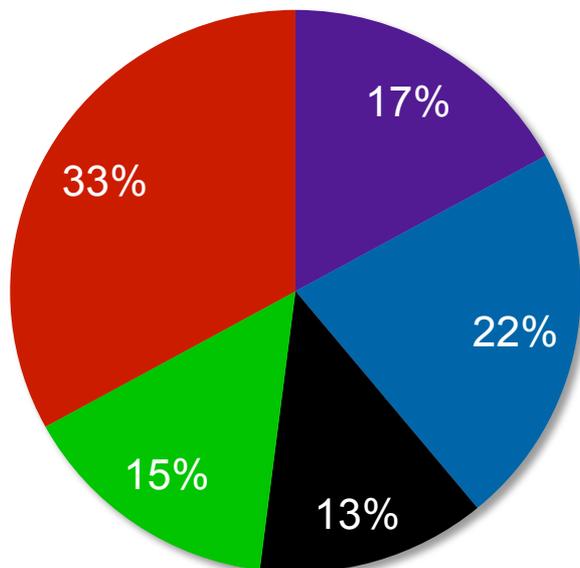
- Sandboxes and User testing
- Integration options
- Data extraction and input process
- Meeting/selecting the implementation team
- Meeting the post-implementation support team
- Long-term options for services and support
- Auditing security, access, back-ups



HR System Integration Approaches

Early Indication that Enterprise Integration Strategy (EIS) is Valuable

Primary Approach for HR Application Integration



- Integrate into HRMS
- Integrate into ITM
- Enterprise integration strategy/platform
- Case by case integration
- No approach/not aware

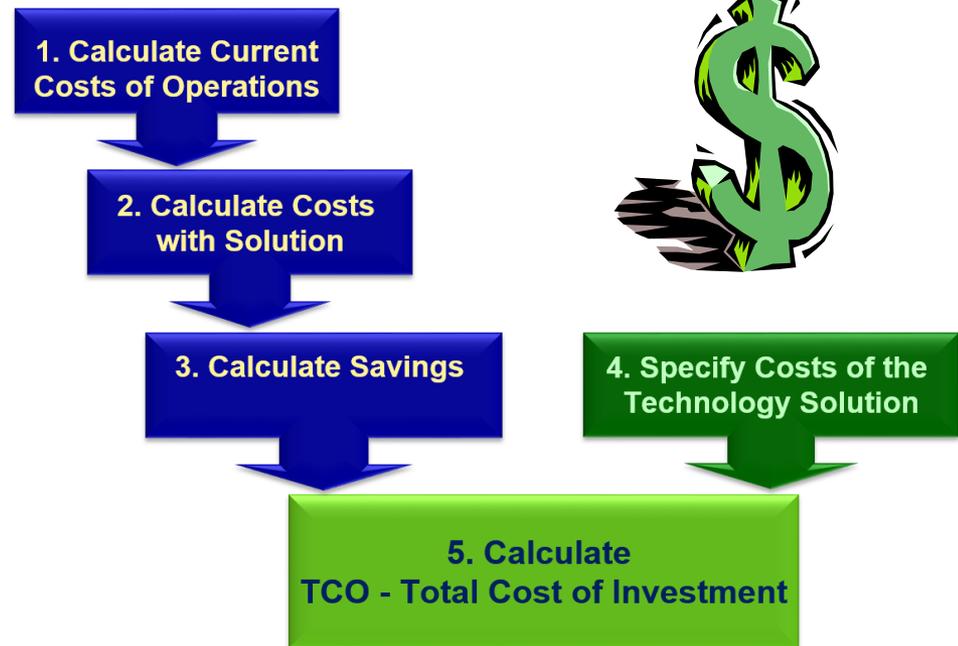
Respondents with an Enterprise Integration Strategy Are Using

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

n=494

Solution Investment (TCO)

- Fees/Hardware/Software (as applicable)
- Implementation Services
- Business Process Redesign
- Organization Change Management
- Employee Training
- Cost Reductions



Final Vendor Evaluations

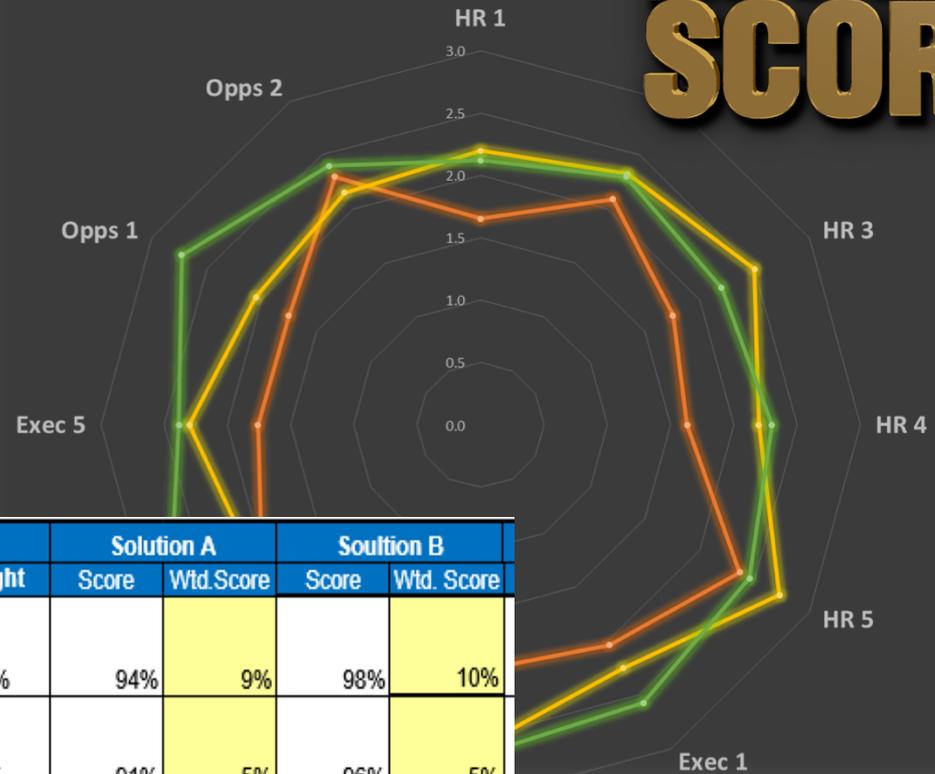
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Solution Selection – Factors

- Requirements fit
- Demo scenarios
- Industry experience
- References
- Reputation
- TCO

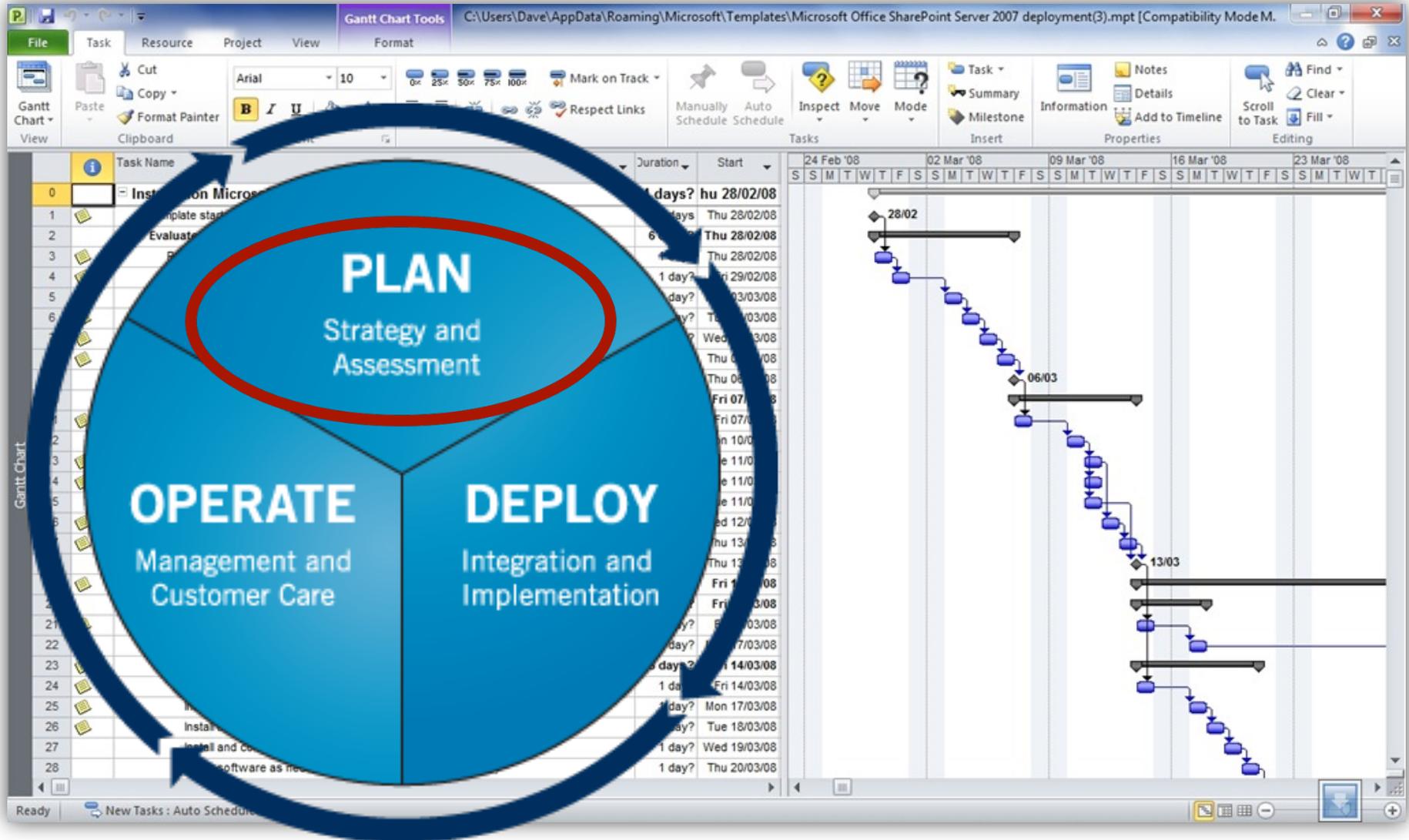
THE FINAL SCORE

Summary by Person



Evaluation Criteria				Solution A		Soultion B	
No.	Criteria	Definition	Weight	Score	Wtd. Score	Score	Wtd. Score
1	Qualifications and Attributes	Ability to demonstrate organizational and business characteristics considered essential for an effective, sustained business relationship.	10%	94%	9%	98%	10%
2	Solution Overview	A general functional review of the soultion evaluating the user interface, navigation, ability to update and access information.	5%	91%	5%	96%	5%
3	Functional Requirements	The degree to which the solution meets required functions and features.	30%	96%	29%	85%	26%

Deployment Strategy & Planning



Benefits of Change Management

Reduces Costs and Increases Perception of HR as Strategic

Total HR Technology Costs/Employee



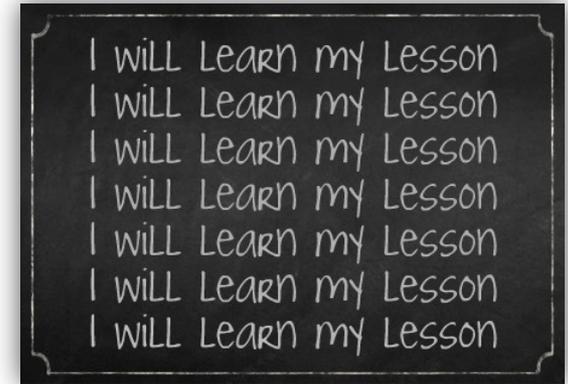
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Change Management Increases Strategic Value of HR

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

10 Lessons Learned

1. Leadership and organization support/agreement
2. Functional, technical, and end-user participation
3. Focus on the “Big Picture,” prioritized requirements
4. Compare apples to apples
5. Consistent evaluation team
6. Scoring (ease of use, demos, requirements, fit, cost, support, etc.)
7. Evaluate all costs after demonstrations
8. Long-term vendor viability and roadmap
9. Vendor responsiveness and behaviors
10. **Focus on key requirements, the must haves**



As You Move to the Cloud...

Think Business Value



Visit the Sierra-Cedar Website

Get Full Survey Details and Participate!



Sierra-Cedar

2015–2016 HR Systems Survey
18th Annual Edition



THANK YOU
FOR
PARTICIPATING
IN THE SURVEY!

www.Sierra-Cedar.com/annual-survey