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NATIONAL NATIVE AMERICAN HUMAN RESOURCES ASSOCIATION

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Honolulu, Hawaii

HRIS SYSTEM – HOW TO SELECT THE RIGHT SYSTEM FOR YOUR ORGANIZATION

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Executive Officer – TribalHub

* With additional research from industry partner InfoTech Research





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TribalFocus is the consulting and management arm of TribalHub. Our own dedicated team along with our network of dozens of industry partners have the knowledge and experience to support and transform your organization. We focus on technology strategy and projects, bringing over 30 years of experience in gaming & hospitality, health, tribal government and tribal member/customer management environments. Assessments, strategy, innovation, security, digital transformation and customer experience are core strengths.

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 - Methodologies and approaches rooted in industry-leading insight and real-world success
- Our mission is to help our members achieve their objectives by improving their core strategy and operations processes and actively assisting in delivering on their key projects.
- We collaborate closely with IT and Business teams to provide them with actionable tools, templates, and methodologies, analyst guidance, and advisory services. We help them deliver measurable results for their organizations.



London, ON



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Are you ready to add value with an updated HRIS solution?



HRIS Strategy

(Organizational Goals, HR, and IT Alignment)

HRIS systems are cross-functional systems touching every business unit and employee. Finance, HR and IT need a unified approach in administering and operating the system out of the gate. Proving the benefits of the HRIS system to senior management is critical for support.

Requirements, Selection, and Implementation

HRIS projects are more complex than ever before. We have multiple processes and department alignment to keep in mind as well as a myriad of choices – cloud solutions, on-site solutions. Where do we start? Much of the selection and implementation process comes down to having a comprehensive understanding of the strategy, internal capability, needs vs wants, and having a plan in place to satisfy tribal-specific or unique requirements.

Governance and Optimization

Today's technology and software solutions demand more than a "set it and forget it" mindset. They need to be agile to adapt to ever-changing business and internal and external pressures. Security, ongoing support, and process optimization will continue to evolve and change.

What is HRIS?

Our Definition

An HRIS is used to acquire, store, manipulate, analyze, retrieve, and distribute information regarding an organization's human resources. HRIS covers the entire employee lifecycle from recruit to retire.

Key Benefits of HRIS

- Retains employee data in a single repository
- Enhances employee engagement through self-service and visibility into their records
- Enhances data security through role-based access control
- Eliminates manual processes and enables workflow automation
- Reduces transaction processing time and HR administrative tasks
- Presents an end-to-end, comprehensive view of all HR processes
- Reduces exposure to risk with compliance to rules and regulations
- Enhances the business's reporting capability on various aspects of human capital



HRIS = Human Resource Management System

Other common acronyms that are used in place of, or as subsets of HRIS:

HCM = Human Capital Management and HRMS = Human Resource Management System

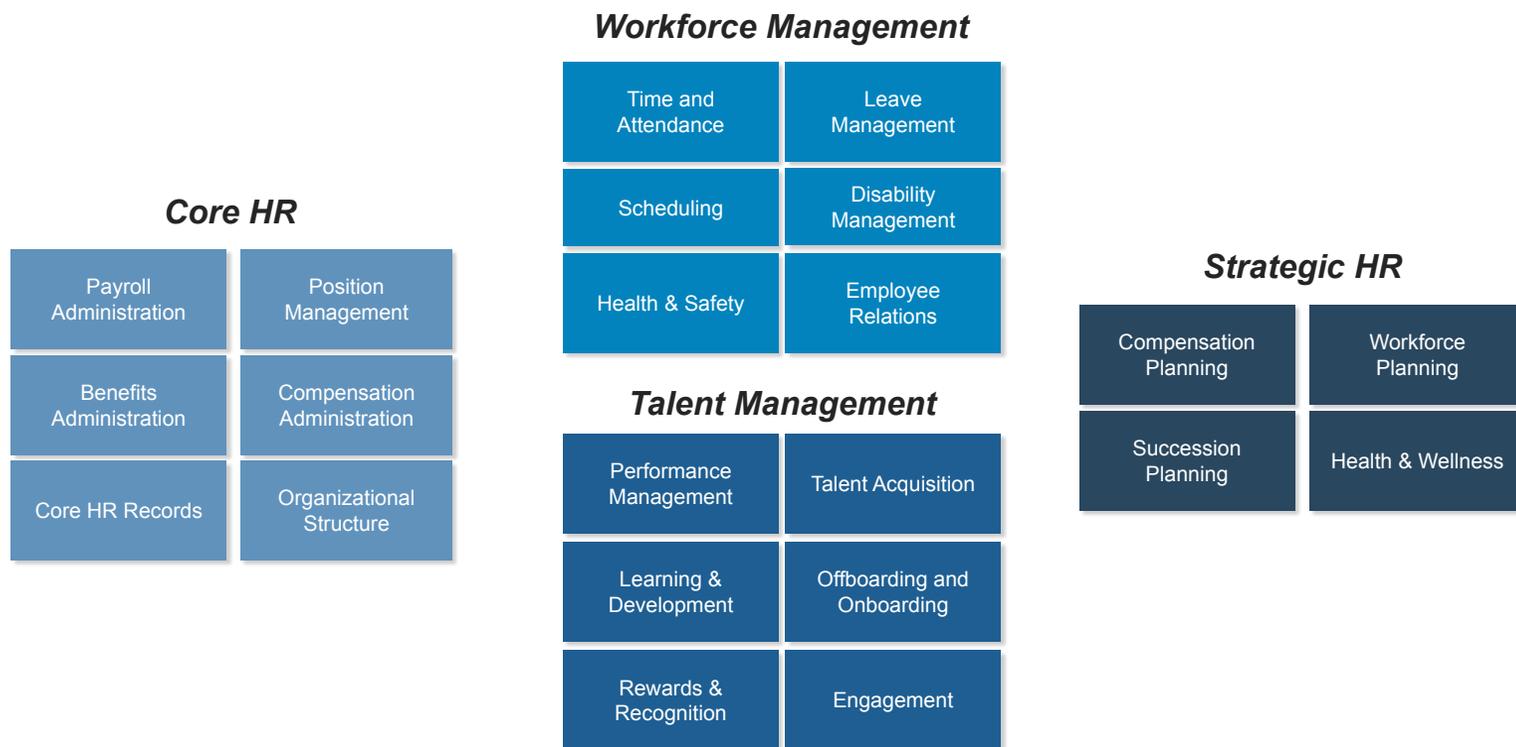
Human resource management is an important component of overall enterprise resource planning (ERP).

Today's HRIS systems provide Hire to Retire functionality – Core HR, Workforce Management, Talent Management and Strategic HR. Self-service, reporting, analytics, and integrated communications round out service offerings.

HR technology today enables the organization, to make more intelligent workforce decisions and are a key component of the employee experience.

Human Resource Management Framework

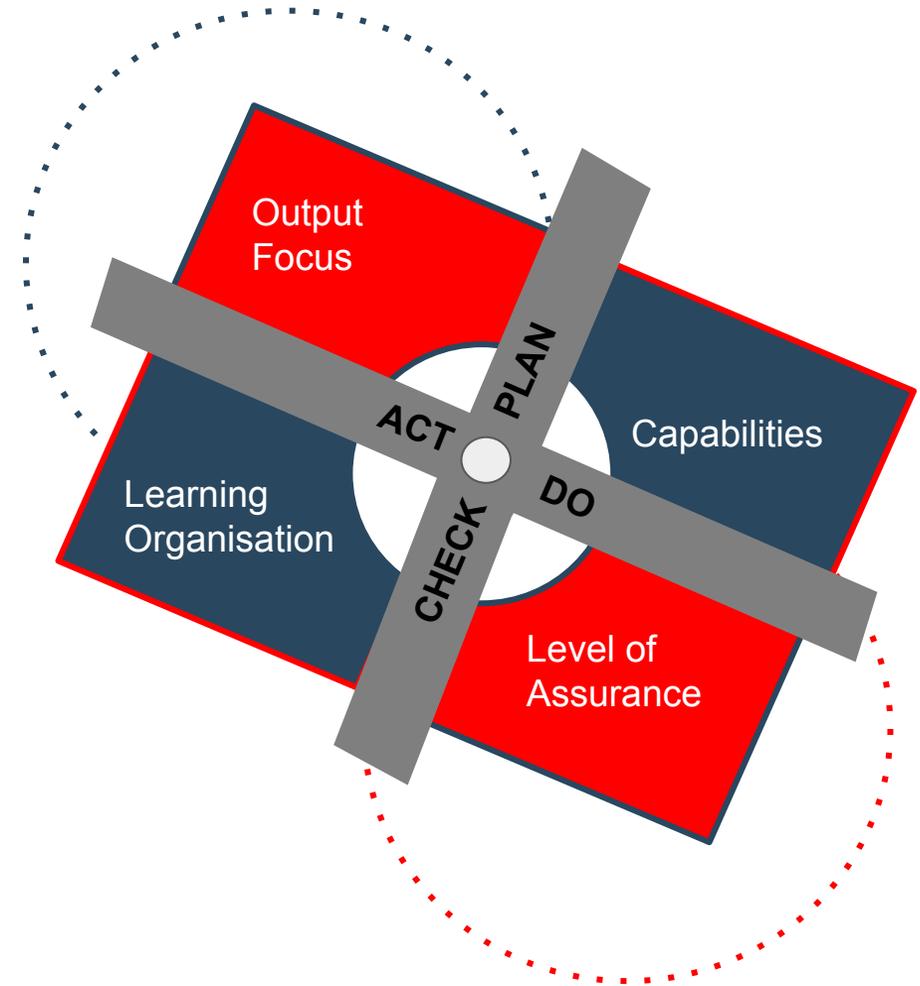
Human Resources capabilities stretch across the organization, from the most basic Core HR tasks to those which are increasingly strategic.



HRIS Market Overview

Where It's Going

- There is a renewed focus in the industry on talent management capabilities that extend past managing employee performance and focus on bridging learning gaps and trying to engage employees.
- Analytics and reporting remain a priority but are supplemented with the push for manager self-service capability around actionable insights beyond report writing.
- Self-service, UX, and control.
- Mobility and ubiquity of access.
- Health and wellness.



Current HRIS Software Trends



- Large companies evolving into complete HRIS/HCM Solutions
- Integration between systems and across the enterprise
- Data and analytics higher priority (BI and AI integrations)
- Employee and Manager Self-Service
- Reporting on HR and labor costs increasing
- Stronger learning management capabilities
- More recruiting and diversity tools and integrations

HRIS Integration is key: More emerging trends and additional functionality

Health and Wellness

There has been a shift from HRIS as an information repository for safety incidents to a system meant to foster employee wellness and promote positive health outcomes. At a rudimentary level, employers are including Employee Assistance Program (EAP) information in internal communications. More advanced functionality integrates data from fitness bands, exercise tracking, and diet applications.

Employee Engagement

Many HRIS suites offer the capability to track participation using employee surveys, drill down to different levels of the organization, and benchmark against industry scores. The intent is to give organizations visibility into employee morale to increase employee retention and productivity through catered interventions, often suggested by the system.

Physical Technologies and the Internet of Things (IoT)

The increased connectivity of devices and the ubiquity of wearable technologies presents a massive opportunity for employers to leverage real-time employee data such as heart rate, body temperature, and levels of stress. Devices that employees interact with like clocks and biometric solutions are being mined for behavioral data that impacts performance, disciplinary actions, and even the power dynamic between unions and management.

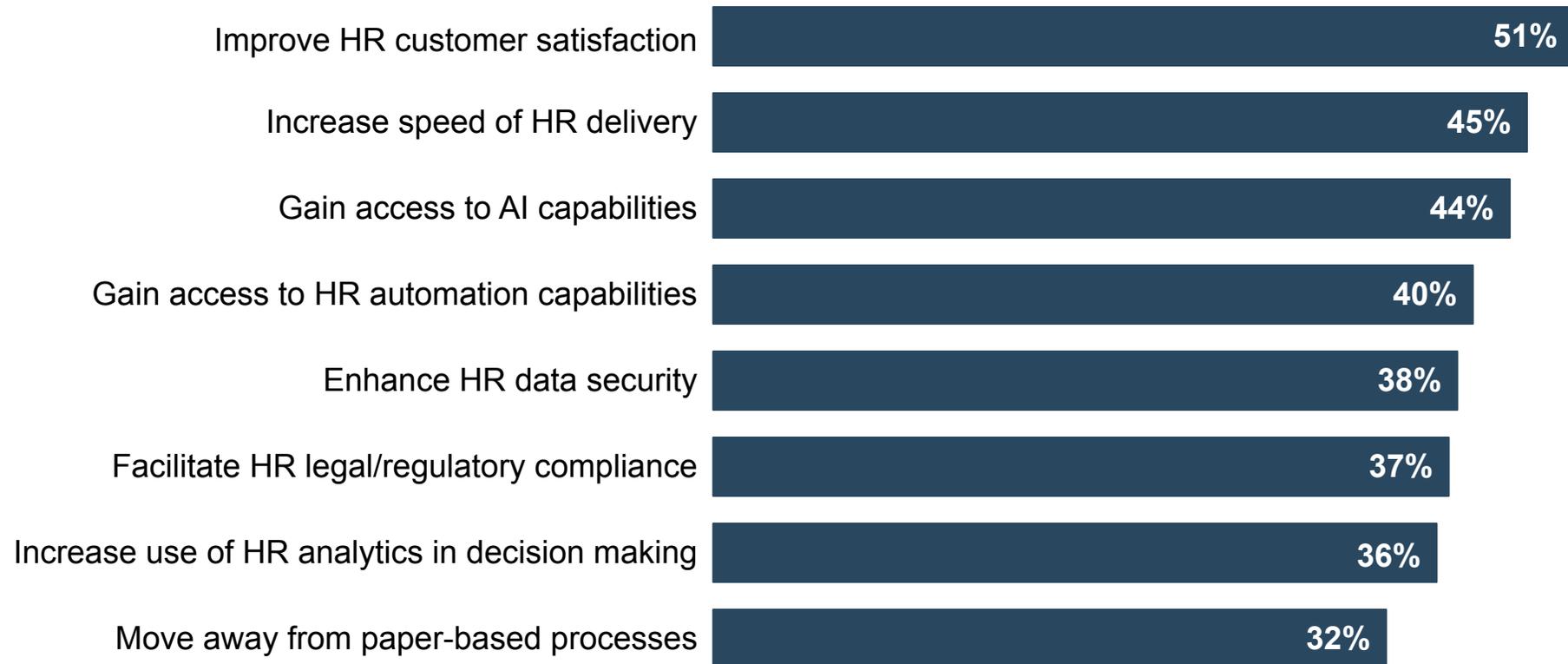
Compliance, Compliance, Compliance

Eighty percent of respondents in a recent survey indicated that making HR-related compliance systems easier is important. With the enhancement of self-service and robust reporting capabilities, the HRIS market has made remarkable improvements in ensuring organizations remain compliant with workforce regulations.

What is most important to consumers of HR services in your organization?

Top Objectives for HR Technology

Participants were asked to select the top five objectives for HR technology. The most common response was to improve HR customer satisfaction. Other common responses include: increasing the speed of HR delivery, gaining access to AI capabilities, and gaining access to HR automation capabilities.



Think you are ready to start looking for a new HRIS? Follow a structured methodology for selection and implementation

Prior to embarking on the vendor selection stage, ensure you have set the right building blocks and completed the necessary prerequisites.



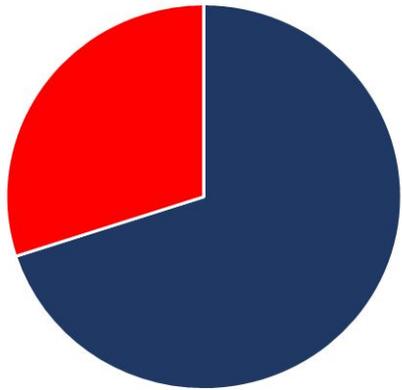
The **implementation and execution** stage entails the following steps:

- 1 Define the business case
- 2 Gather and analyze requirements
- 3 Build the RFP
- 4 Conduct detailed vendor evaluations
- 5 Finalize vendor selection
- 6 Review implementation considerations

Build a comprehensive HRIS strategy FIRST – or risk HR and IT project failure

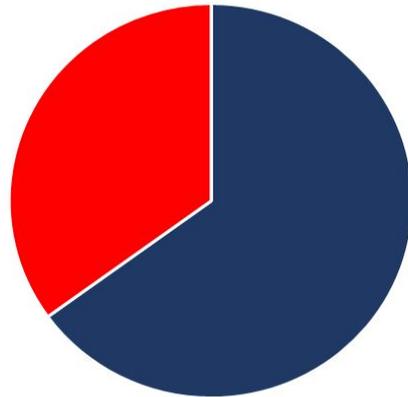
Drivers for an HRIS strategy

1. HR Project Complexity ▼



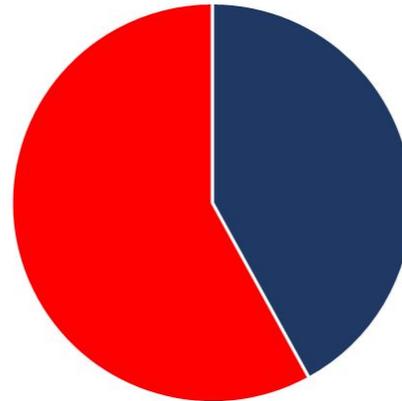
30%

Of projects are never completed



35%

Of projects missed time, budget, or functional goals



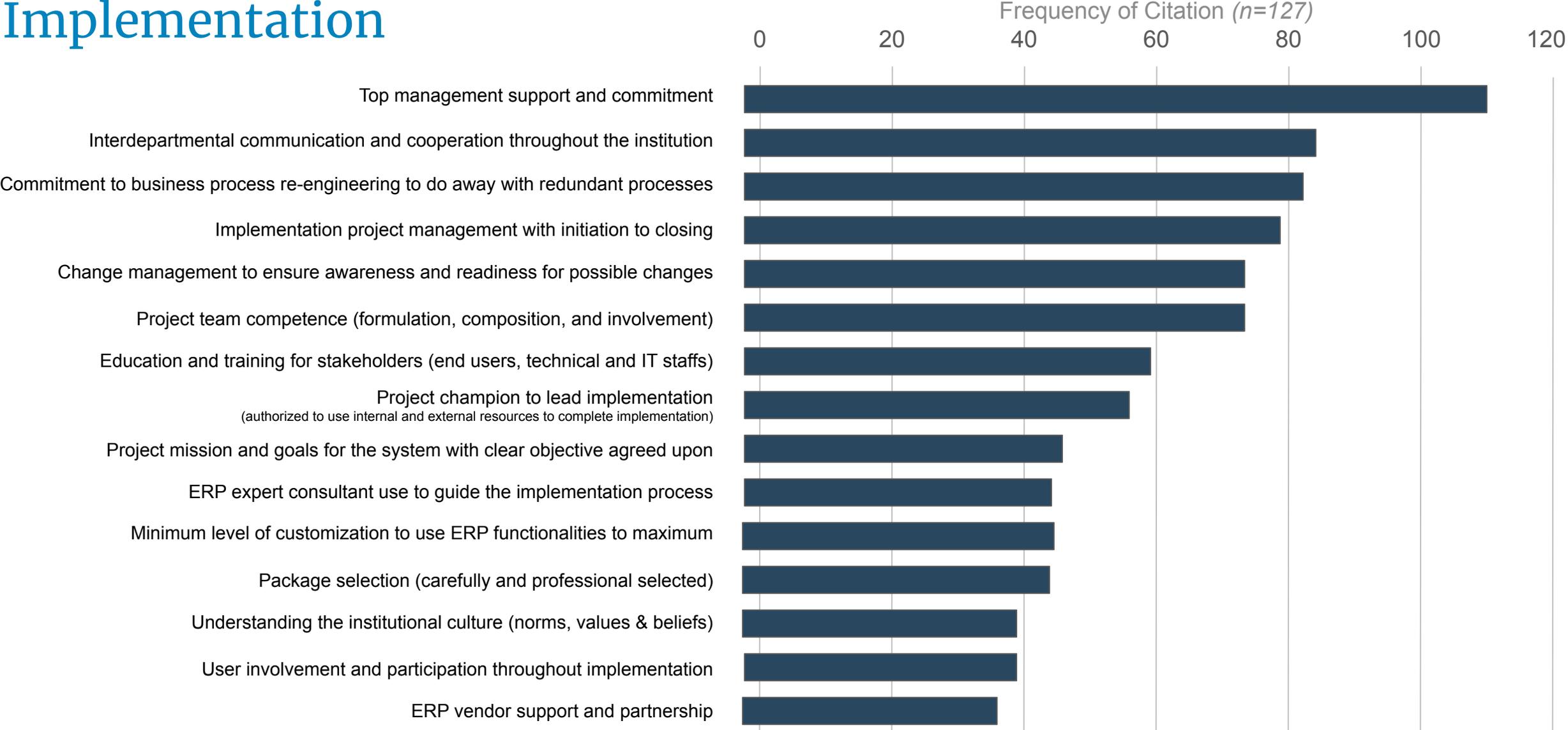
42%

Of survey respondents highlighted misallocation of resources as top reason for project delays

Create a strategy to decrease the risk of project failure

An HRIS implementation is no small endeavor. Spend time up front creating a strategy and identifying the needs of and benefits to the organization. The creation of a strategy will be a contributing factor to the success of the implementation.

Top 15 Critical Success Factors for Enterprise Systems Implementation



Source: Epizitone and Olugbara, 2019; [CC BY 4.0](#)

Ensure your organization has completed essential tasks prior to moving forward with the HRIS project

- Goals and Objectives
- Project Team
- Measurable Goals
- Executive Sponsorship and Buy-In
- HRIS Methodology
- Risk Management Strategy
- Change Management Program
- Technical Drivers (Including current application portfolio)
- Cost and Budget



Self-Assess your preparedness using a simple *HRIS Readiness Assessment Checklist*

See the handout provided to each attendee:

Review the questions, answer yes or no, and evaluate whether you are ready to move forward with the project.

The readiness assessment will make sure you have the following project elements in place:

- Understanding of Goals and Objectives
- An Effective Project Team
- Measurable Goals
- Executive Sponsorship and Buy-In
- An HRIS Methodology
- Risk Management Plan
- Change Management Plan
- Understanding of Technology Drivers
- High-Level Understanding of Cost and Budget



HRIS Readiness Assessment - Basic Checklist

Instructions: Review each question in the checklist and answer yes or no. Once completed, evaluate your answers. Allocate efforts towards the tasks that have not yet been completed. Once all tasks are completed, move forward with the project.

Goals and Objectives

- Does the organization clearly recognize the need for a new HRIS system and strategy?
- Have you clearly defined the goals and objectives for future HR systems?
- Have you identified guiding principles and metrics for the HRIS project?

Project Team

- Have project team members' prior roles been back-filled as necessary to allow them to focus on their new/additional roles and responsibilities?
- Do all project members clearly understand their project roles and responsibilities?
- Does the project team have representation from all key business units?
- Is there a project manager with complete responsibility?
- Is there an active and engaged project steering committee?
- Is there strong representation from IT?

Measurable Goals

- Have you defined current measurable performance goals you expect to correct with a new HRIS?
- Have you identified key performance indicators for all current major HR processes?
- Have you considered new measurable goals for the post-implementation environment?

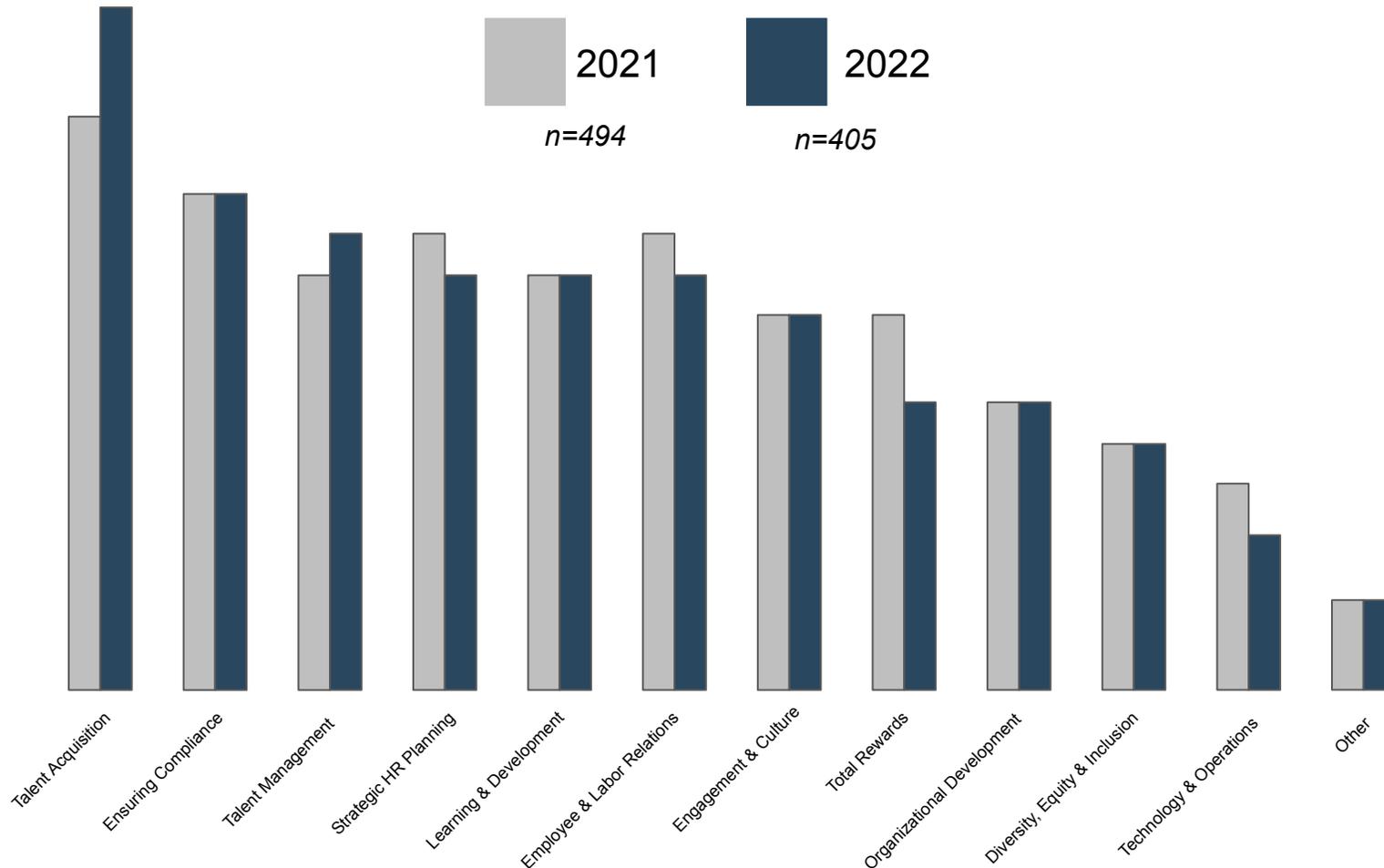
Executive Sponsorship and Buy-In

The Human Resource function is evolving...

HRIS tools are evolving to support new needs

HR is allocating more of its time to acquiring talent

Average distribution of HR's time across activities:



HR departments are spending the most time on talent acquisition (TA)

TA is the only activity that saw a significant increase, illustrating the increased emphasis organizations are placing on recruiting:

↑ 25% Increase compared to 2021 (n=405)

This may indicate the increased level of complexity involved in recruiting talent in the new world of work. Changes in the labor market brought on by the emergence of remote and flexible work mean HR departments must invest more time to fill vacant roles with quality talent.

Recruitment remains top priority, with employee experience leaping to second



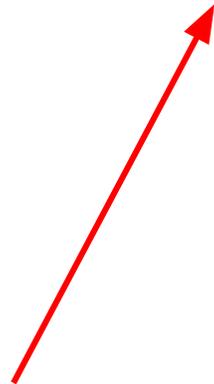
Insight

Top priorities for organizations in 2021
n=850

- 01 Recruiting
- 02 Developing leaders
- 03 Controlling labor costs
- 04 Diversity, equity, and inclusion (DEI)
- 05 Providing a great employee experience
- 06 Fostering a positive labor relations climate

Top priorities for organizations in 2022
n=826

- 01 Recruiting
- 02 **Providing a great employee experience**
- 03 Developing leaders
- 04 Controlling labor costs
- 05 Diversity, equity, and inclusion (DEI)
- 06 **Enabling innovation**



“Providing a great employee experience” jumping up to second priority highlights the emphasis organizations are placing on helping employees adjust after having been forced to change the way work gets done. Similarly, “enabling innovation” increasing in priority (from tenth in 2020 to eighth in 2021) signals organizations are acknowledging the need to effectivity generate and implement new ideas to stay competitive.

Remote work has uncovered significant gaps in managers' skills

New skills for a new way of working

Remote work has likely placed a large role in the importance organizations are placing on leadership competencies. Leading remote staff requires strong management skills and even new skills that may not have been required when working in person.

Management training takes the top spot

The most common action organizations are taking to close this skills gap is helping new and existing managers to develop through training.

Effective L&D is key to close the gap

90% Of respondents report there is a gap in manager capabilities at their organization.

HR departments that are highly effective at developing organizational leaders are **less likely to report having a gap in manager capabilities.**

How are organizations addressing the gap in manager skills uncovered by remote work? (n=337)



Being a successful manager looks different in a remote or hybrid environment than it did in the office, and organizations need to provide supports for managers as they make this transition.

HR Leaders: Get comfortable with basic “cloud” options and terminology

Partner with your IT team – in the end the cloud decision should rest with them and organizational technology strategy

Common HRIS System Providers

Offering all, or part of a complete HRIS environment and often leading with cloud solutions



Cloud deployment models define the location of the application – whether on premises or hosted elsewhere

“Cloud” doesn’t always mean “out there.” Cloud refers to an abstraction of details and can be deployed in-house as well.

Public Cloud: When IT practitioners talk about “cloud” in general, most often they are referring to public cloud services. In this deployment model a service provider is making resources, such as compute, storage, or even fully baked applications, available over the internet. Public cloud services are generally pay-per-use via a monthly or yearly subscription fee.

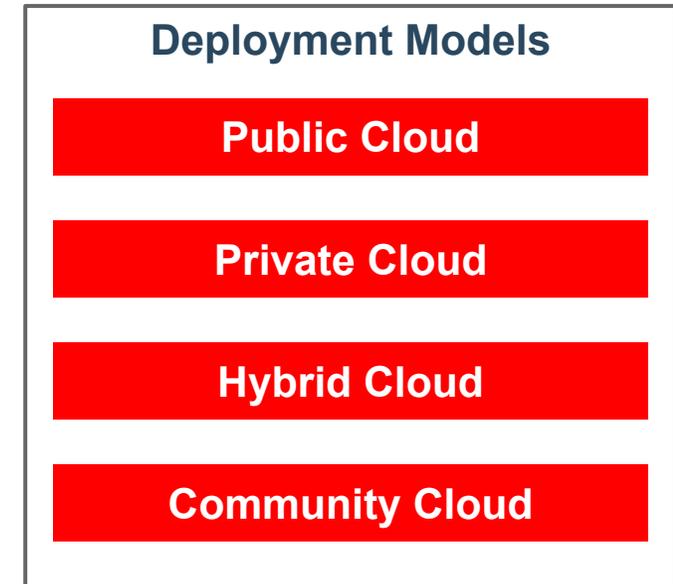
- **Examples:** Amazon Web Services (AWS), Microsoft Azure, Google Cloud Platform

Private Cloud: This deployment model offers all the capabilities of a public cloud infrastructure (scalability, agility, metered services) but is **owned by the organization internally as a single-tenant environment**. Though most often the organization will own the data center facility, private cloud still applies to outsourced offerings where the infrastructure is provided **exclusively** to the organization.

- **Examples:** VMware vRealize Suite, Citrix CloudStack, OpenStack

Hybrid Cloud: This model includes a mix of on-premises cloud and public cloud models, with some type of orchestration system managing the migration of workloads between the environments.

- **Examples:** VMware on AWS, tiered backup and recovery solutions, Microsoft Azure Stack



What is the cloud, how is it deployed, and how is service provided?

Cloud Characteristics

1. **On-demand self-service:** the ability to access resources instantly without vendor interaction
2. **Broad network access:** all services delivered over the network
3. **Resource pooling:** multi-tenant environment (shared)
4. **Rapid elasticity:** the ability to expand and retract capabilities as needed
5. **Measured service:** transparent metering

Service Model

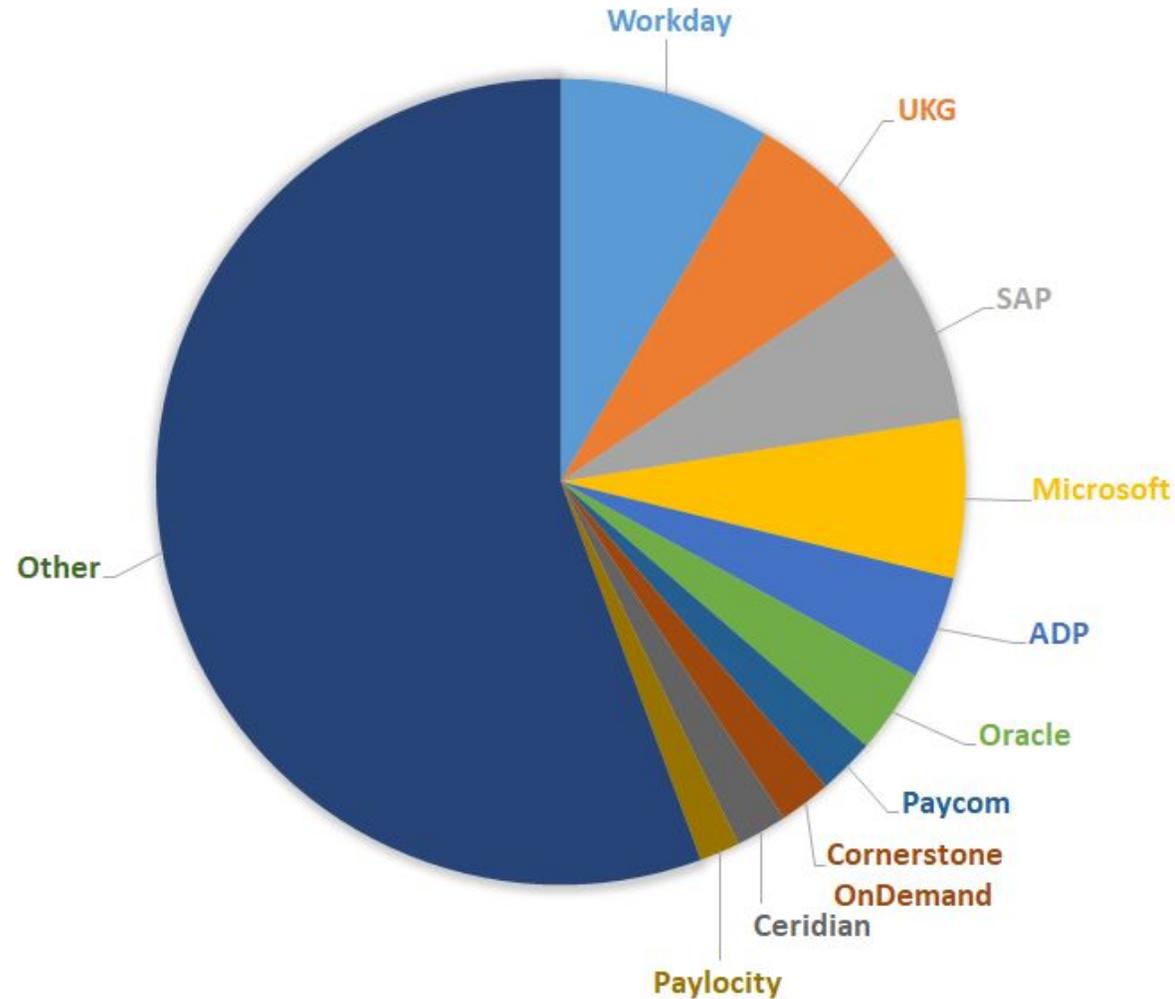
1. **Software-as-a-Service:** all but the most minor configuration is done by the vendor
2. **Platform-as-a-Service:** customer builds the application using tools provided by the provider
3. **Infrastructure-as-a-Service:** the customer manages OS, storage, and the application

Delivery Model

1. **Public cloud:** accessible to anyone over the internet; multi-tenant environment
2. **Private cloud:** provisioned for a single organization with multiple units
3. **Hybrid cloud:** two or more connected clouds; data is portable across them
4. **Community cloud:** provisioned for a specific group of organizations

HRIS – A look at Market Share by Vendor

Exhibit 1: 2020 HCM Applications Market Shares Split by Top 10 HCM Vendors and Others, %



A practical way to approach a potential new HRIS system

Planning, strategy, thoughtful review and communication are required for success

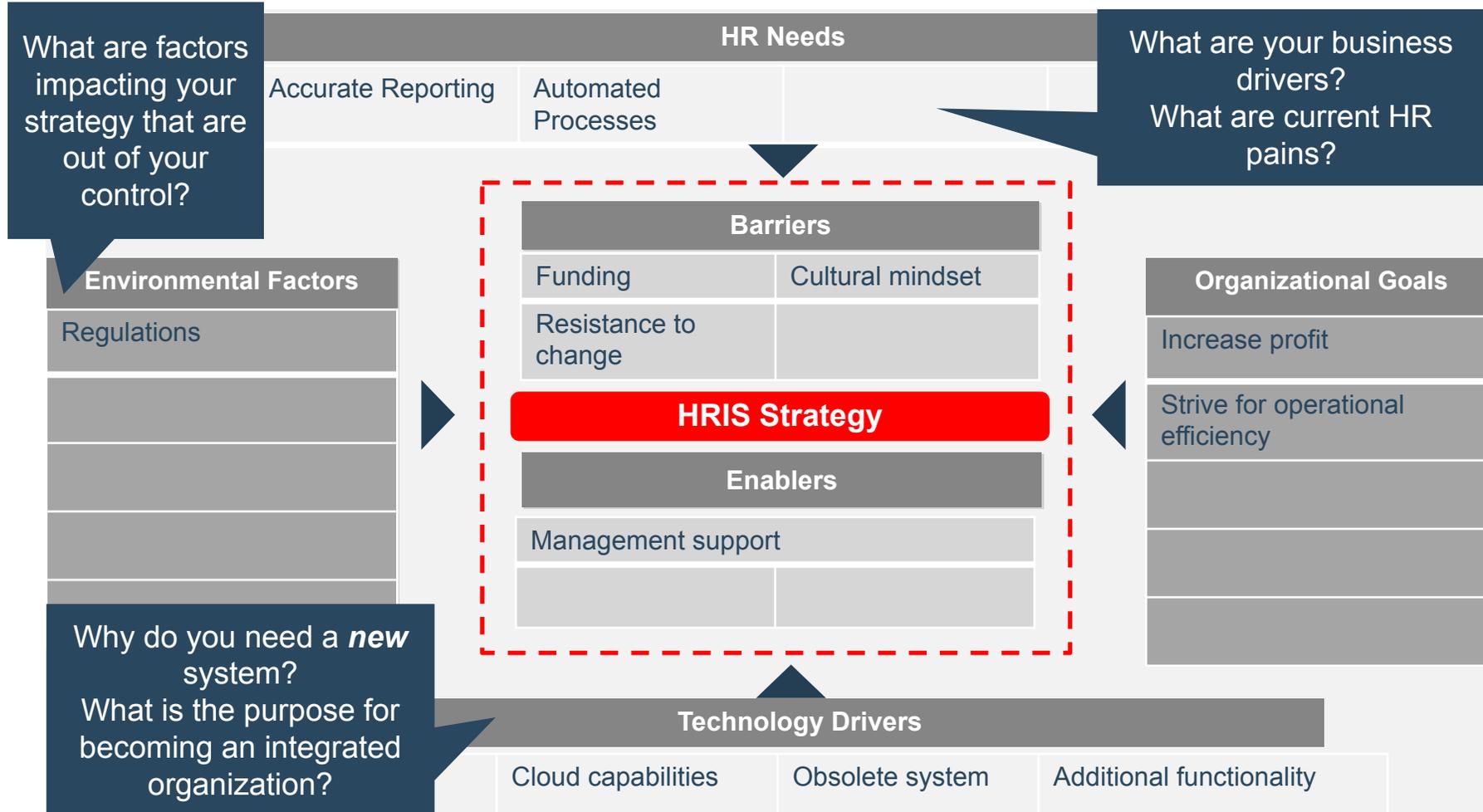
Identify the right stakeholders for your project team

Consider the core team functions when composing the project team. It is essential to ensure that all relevant perspectives (HR, IT, etc.) are taken into account to create a well-aligned and holistic HRIS strategy.

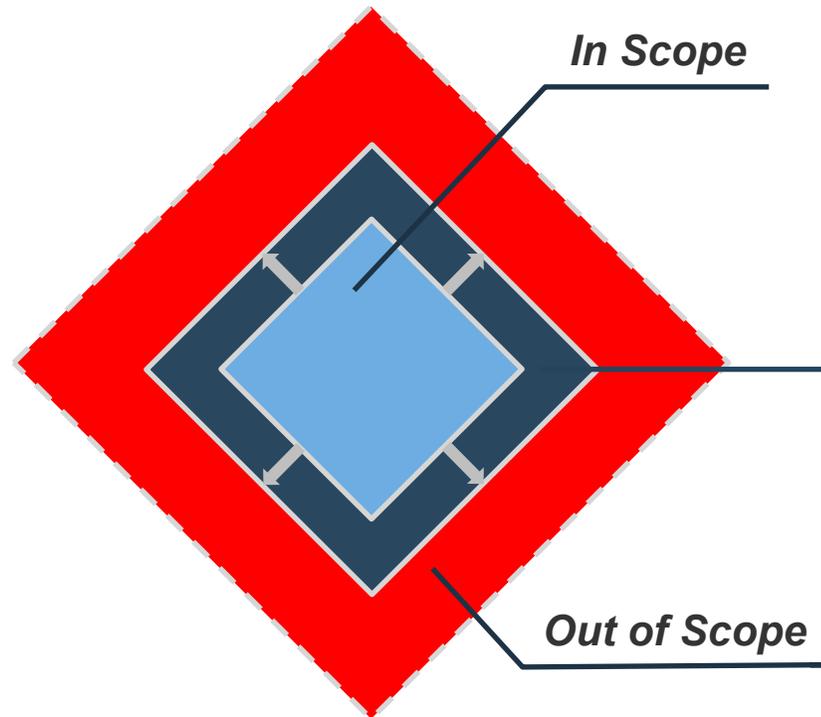
PROJECT TEAM ROLES	PROJECT TEAM FUNCTIONS
<ul style="list-style-type: none">• Project Champion• Project Advisor• Steering Committee• Project Manager• Project Team• Subject-Matter Experts• Change Management Specialist	<ul style="list-style-type: none"> Collecting all relevant inputs from the business. Gathering high-level requirements. Creating a roadmap.

There may be an inclination towards a large project team when trying to include all relevant stakeholders. Carefully limiting the size of the project team will enable effective decision making while still including functional business units like HR and Finance, as well as IT.

Know clearly WHY before you start – Complete a HRIS business review



Define the scope of the project and set expectations

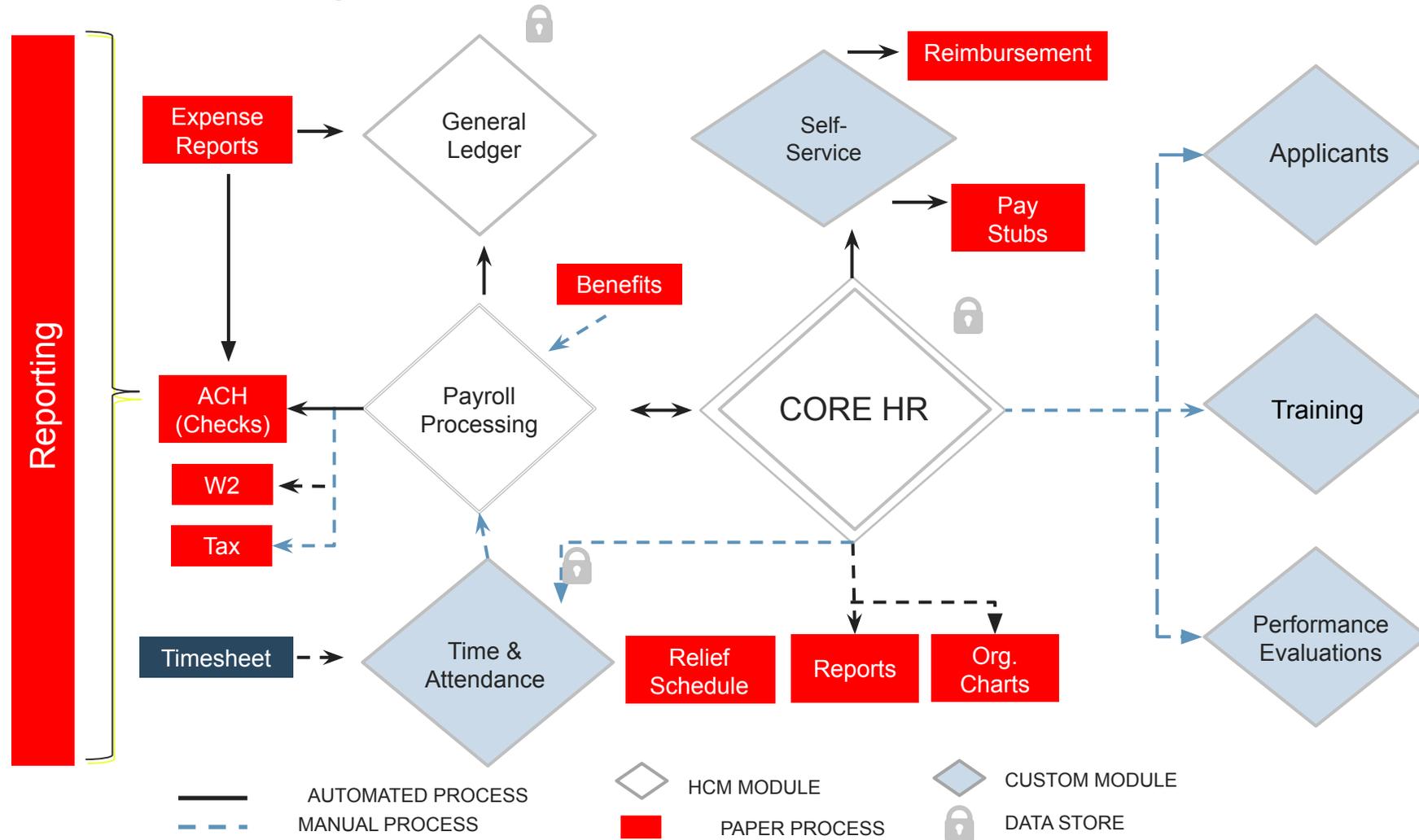


Establishing the parameters of the project in a *scope statement* helps define expectations, and provides a baseline for the allocation of resources and the planning of work effort. Future decisions will be based on the scope statement.

Well-executed requirements gathering will help you avoid expanding project parameters, drawing on your resources, and contributing to cost-overruns and project delays.

Out-of-scope items should also be defined to alleviate ambiguity, reduce assumptions, and further elucidate expectations for stakeholders. Out-of-scope items can be placed in a backlog for later consideration.

Map the current HRIS application portfolio – How do you do things now?



Develop a comprehensive implementation plan to keep your HRIS project on time and on budget.

Engage your best project managers

- 1 Identify essential steps in the HRIS implementation from discovery to go-live. Refer back to the [planning the implementation](#) section for guidance on some of the key steps involved.
- 2 Establish timelines and assign ownership to each of the identified tasks.
- 3 Outline any dependencies and prerequisites for each task.
- 4 Measure completion times for each task against the estimated timeline.
- 5 Document and track project exceptions and resolution paths in the Issue Log section.

INPUT

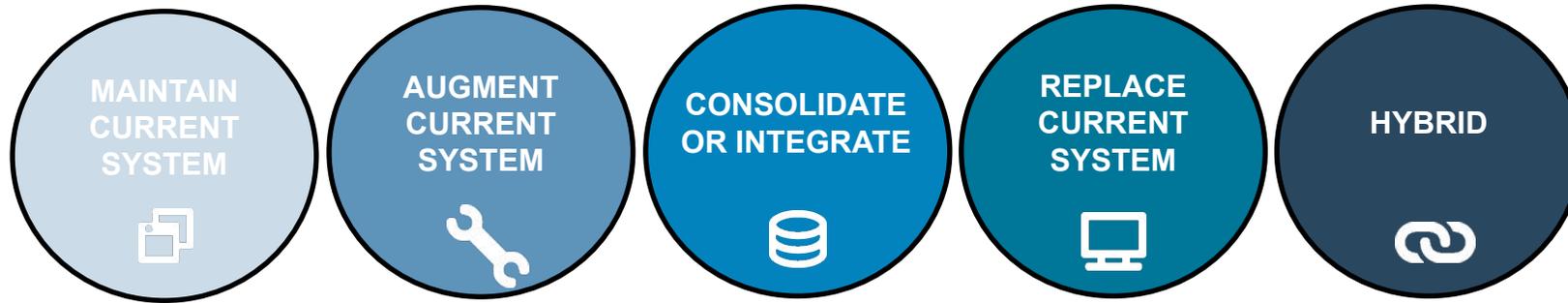
- HRIS implementation tasks
- Project issues and exceptions
- Task owners
- Timelines

Task	Estimated Start Date	Estimated Completion Date	Task Owner (Must use drop-down menu)	Actual Start Date	Actual Completion Date	Dependencies and Prerequisites
Discovery (Functional Areas)	1-Mar-16	18-Mar-16				
Data Conversion Plan	21-Mar-16	25-Mar-16				
Discovery Review and Approval	25-Mar-16	25-Mar-16				
Planning (Project, Training & Transition, Change & Readiness, Testing)	1-Mar-16	25-Mar-16				
Module Configuration	28-Mar-16	29-Apr-16				
Config. Test Case Review and Approval	2-May-16	6-May-16				
Sandbox Data Conversion (Vendor)	14-Mar-16	29-Apr-16				
Sandbox Data Validation (Client)	11-Apr-16	13-May-16				
Sandbox Deployment Review and Approval	16-May-16	10-Jun-16				
Data Loading - Employee Data	25-Mar-16	25-Mar-16				

Understand your HRIS strategy options – Replace everything or just some things?

No two organizations are the same and therefore each organization will have their own HRIS path. Through a number of HRIS strategy activities, you will be well positioned to identify your HRIS solution. Five main strategy outcomes.

Strategy Options



Key Questions

Do I need a new system? Do I have the budget for a new system?	Do we have specialized needs? Which functions can best enable the business?	Which systems can we consolidate? Are there opportunities for integration? Is the business ready for an all-in-one suite?	Should I deploy a new system in the cloud or on premise? Should I deploy point-to-point solutions or a full suite?	Do we have any irreplaceable systems? Can we globalize deployment?
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Explore the options for achieving your ideal future state

Don't spend more money, time, or effort than necessary to achieve your future ideal state. Ensure the appropriate strategy is chosen based on what is aligned with your current state.

CURRENT STATE	STRATEGY
Your existing application satisfies both functionality and integration requirements. The processes surrounding it likely need attention, but the system should be considered for retention.	MAINTAIN CURRENT SYSTEM
Your existing application is for the most part functionally rich, but may need some tweaking. Spend time and effort building and enhancing additional functionalities, or consolidating and integrating interfaces.	AUGMENT CURRENT SYSTEM
Your HR application portfolio consists of multiple apps serving the same functions. Consolidating applications with duplicate functionality is more cost-efficient and makes integration and data sharing simpler.	CONSOLIDATE AND INTEGRATE SYSTEMS
Your existing system offers poor functionality and poor integration. It would likely be more cost and time efficient to replace the application and its surrounding processes all together.	REPLACE CURRENT SYSTEM
Your existing system exhibits pain point characteristics of more than one of the above states. Elements of each strategy may need to be combined in order achieve your ideal future state.	HYBRID

Create and Send RFP from info already gathered – schedule demos

Moving on to vendor selection and
implementation

Use a vendor RFP and product demo to select the HRIS that best fits your organization's needs

Don't just choose the vendor that gave the best presentation. Instead, select the vendor who meets your functional requirements and organizational needs.

Category	Weight	Vendor 1	Vendor 2	Vendor 3	Vendor 4
HRIS <i>Features</i>	60%	75%	80%	80%	90%
<i>Architecture</i>	25%	55%	60%	90%	90%
<i>Support</i>	15%	10%	70%	60%	95%
Total Score	100%	60%	74%	80%	91%

Use your objective evaluation to select a vendor to **recommend to management**.

Don't automatically decide to go with the highest score; validate that the vendor is someone you can envision working with for the long term.

- Select a vendor based not only on their evaluation performance, but also on your belief that you could form a lasting and supportive relationship with them.
- Integration needs are dynamic, not static. Find an HRIS tool and vendor that have strong capabilities and will fit with the application and integration plans of the business.
- In many cases, you will require professional services together with your HRIS purchase to make sure you have some guidance in the initial development and your own staff are trained properly.

Conduct client reference interviews to identify how other organizations have successfully used the vendor's solution



Reference Checking

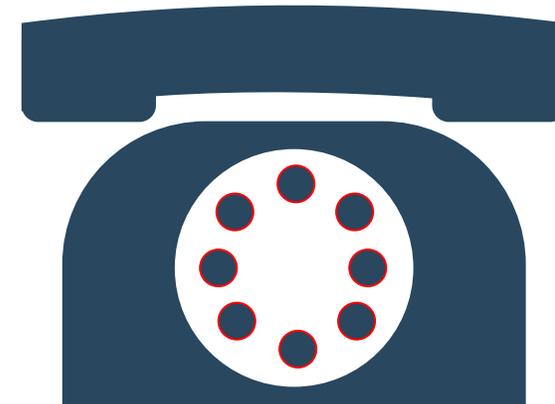
Request references from the vendors. Have conversations with the references to make sure the vendors deliver what they promise.

Vendors are inevitably going to provide references that will give positive feedback, but don't be afraid to dig into the interviews to understand some of the limitations related to the solution.

- **Even if a vendor is great for one client doesn't necessarily mean it will fit for you.** Ask the vendor to provide references from organizations in your own or a similar industry or from someone who has automated similar business processes or outlined similar expectations.
- Use these reference calls as an opportunity to gain a more accurate understanding of the quality of the vendor's service support and professional services.

If you are looking to include a high level of customization in your HRIS solution, pay particular attention to this step and the client responses, as these will help you understand how easy a vendor is to work with.

Make the most of your client reference interviews by preparing your questions in advance and following a specific script.



Implement the new HRIS solution

The only way to benefit from all your hard work is to have a successful product implementation

Identify the resourcing plan for your HRIS implementation

There are three main ways to implement your HRIS suite

- 1 Implement in-house by own staff
- 2 Implement using a combination of your own staff and professional services from an implementer
- 3 Implement by professional services

Adopting a DIY implementation attitude when you have a complex integration environment that has not been properly documented could draw out your implementation timeline and increase the likelihood of errors. Use your integration environment for determining the resourcing and external support required for your HRIS implementation.

What is your priority?

Faster?
Cheaper?
Better Quality?

Build your resourcing team to address the technical competencies required to implement an HRIS.

Consider the Following:

Prioritize members from your core selection team. They will have strong insight into the tool and its envisioned position in the organization.



General Roles

- Integration Specialists
- Solution/Enterprise Architects
- QA Engineer
- IT Service Management Team

External Roles

- Vendor's Implementation Team/Professional Services
- Systems Integrator (SI)

Plan the implementation: how, who, and when

Plan the implementation



Resource Planning

1 It is important to make your resource allocations based on overall demand for people's time.

2 Ensure demand is met without exceeding capacity, backfilling for critical roles to ensure SMEs have sufficient availability to support the HRIS project.

3 Consider the types of skills required for the project early to staff or develop accordingly.

Change Management

Establish a formal change management process that is flexible enough to meet the demands for change. Consider operational, strategic, cultural, and political changes.

Develop a comprehensive transition plan that outlines how the required changes will be introduced, tested, understood, and accepted.

Project Management

Design the project management process to be adaptive and flexible in nature. If you do not have expertise in-house – source it externally.

Develop a communications plan that includes external stakeholders and internal project team members.

Review the project's performance against milestones and expectations to avoid surprises.

“ The HRIS implementation was a lot bigger of a change and a lot bigger of a project than initially anticipated, and as a result there was a lot more stress on resources than initially expected. ”

“ We don't know the ins and outs of implementing a specific system per se. So it is always good to bring in the people that know how to implement the system. They don't know the business but that's why we have our own internal subject matter experts. ”

Follow through with a successful, thoughtful implementation

Understanding the different stages in the implementation process and the types of activities that are typically associated with them can help your organization prepare for them.

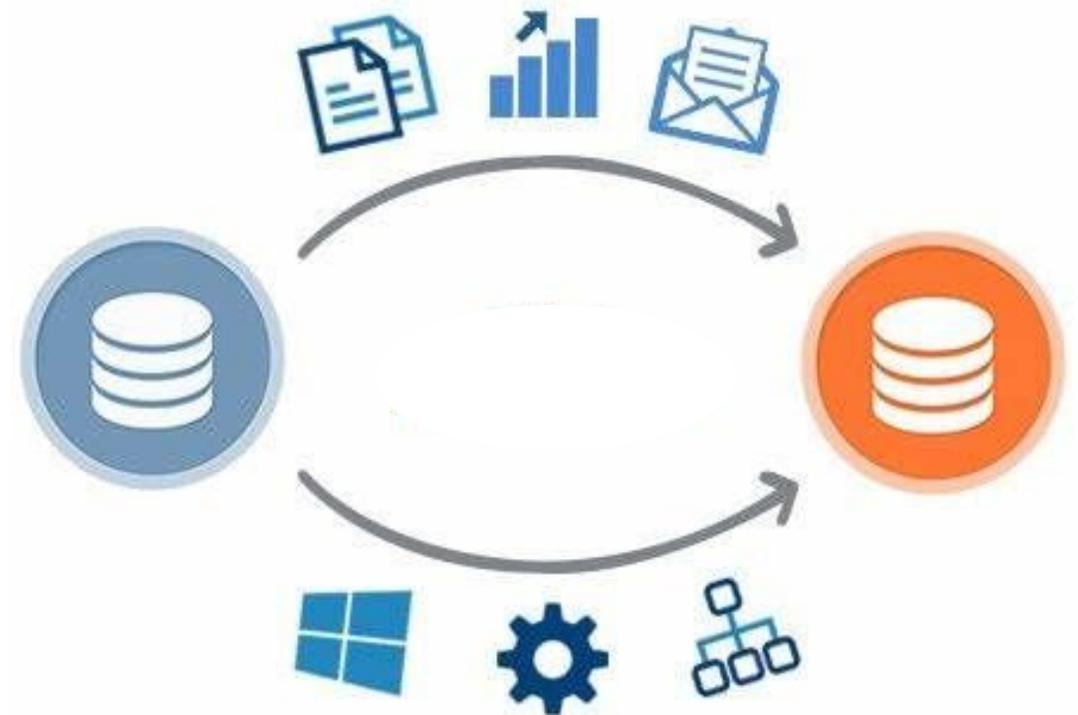
Stage	Description	Common Activities	Often overlooked...
<div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; margin-right: 10px;">Plan the implementation</div> <div style="background-color: #004a7c; color: white; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-right: 5px;">1</div> <div style="padding-left: 10px;">Discovery</div> </div>	Early communication among stakeholders to blueprint the details of the project, its scope, and the resources required to execute.	<ul style="list-style-type: none"> Discovery meetings Preparing a Project Discovery Document Go/no-go decision on moving forward to planning 	<ul style="list-style-type: none"> The vendor partner will often give you a plan – make sure to use it as an additional input into your own. Governance and traceability should not evaporate post-implementation. Training starts before the project begins and remains after it ends. Maintain project communication. Keep executives updated and engaged. Celebrate your successes along the way
<div style="display: flex; align-items: center;"> <div style="background-color: #004a7c; color: white; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-right: 5px;">2</div> <div style="padding-left: 10px;">Planning</div> </div>	Construct a project plan that will serve as a guide throughout the project.	<ul style="list-style-type: none"> Build project plan Build resourcing plan Set project metrics and milestones for tracking progress 	
<div style="display: flex; align-items: center;"> <div style="background-color: #004a7c; color: white; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-right: 5px;">3</div> <div style="padding-left: 10px;">Configuration</div> </div>	Design and configure system components to support set requirements.	<ul style="list-style-type: none"> Establish initial configuration settings Create prototype Define user roles document processes 	
<div style="display: flex; align-items: center;"> <div style="background-color: #004a7c; color: white; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-right: 5px;">4</div> <div style="padding-left: 10px;">Testing and Validation</div> </div>	Ensure that the system's functionality aligns with the set requirements for the project.	<ul style="list-style-type: none"> User Acceptance Testing Test data loading process Adjust configurations 	
<div style="display: flex; align-items: center;"> <div style="background-color: #004a7c; color: white; border-radius: 50%; width: 20px; height: 20px; display: flex; align-items: center; justify-content: center; margin-right: 5px;">5</div> <div style="padding-left: 10px;">Training</div> </div>	End-user training on the features and functionality of the new system.	<ul style="list-style-type: none"> Assign SMEs to conduct training Set in-person training sessions 	
<div style="padding-left: 10px;">Go-Live and Transition</div>	Completing the migration to the new system.	<ul style="list-style-type: none"> Assess end-user proficiency Go/no-go decision Loading and validating data 	
<div style="padding-left: 10px;">Post-Implementation</div>	Adjustments to the system configuration may be needed as the way users work within the system evolves.	<ul style="list-style-type: none"> Ongoing user training Assign a vendor management steward 	

Existing HR data migration: ensure all relevant HR data is “clean” and ready for transfer to the new system

Data migration is a key consideration of any implementation. Prior to extracting and loading data, it is important to synthesize existing information to ensure the appropriate HR data is accounted for. Identify what HR data on record will be migrated.

Consider elements such as:

- ✓ Employee personal information and history data
- ✓ Employee banking information
- ✓ Benefits enrollment and history data
- ✓ Payroll history
- ✓ Employee training and certifications



Design the framework: Data Transformation Considerations

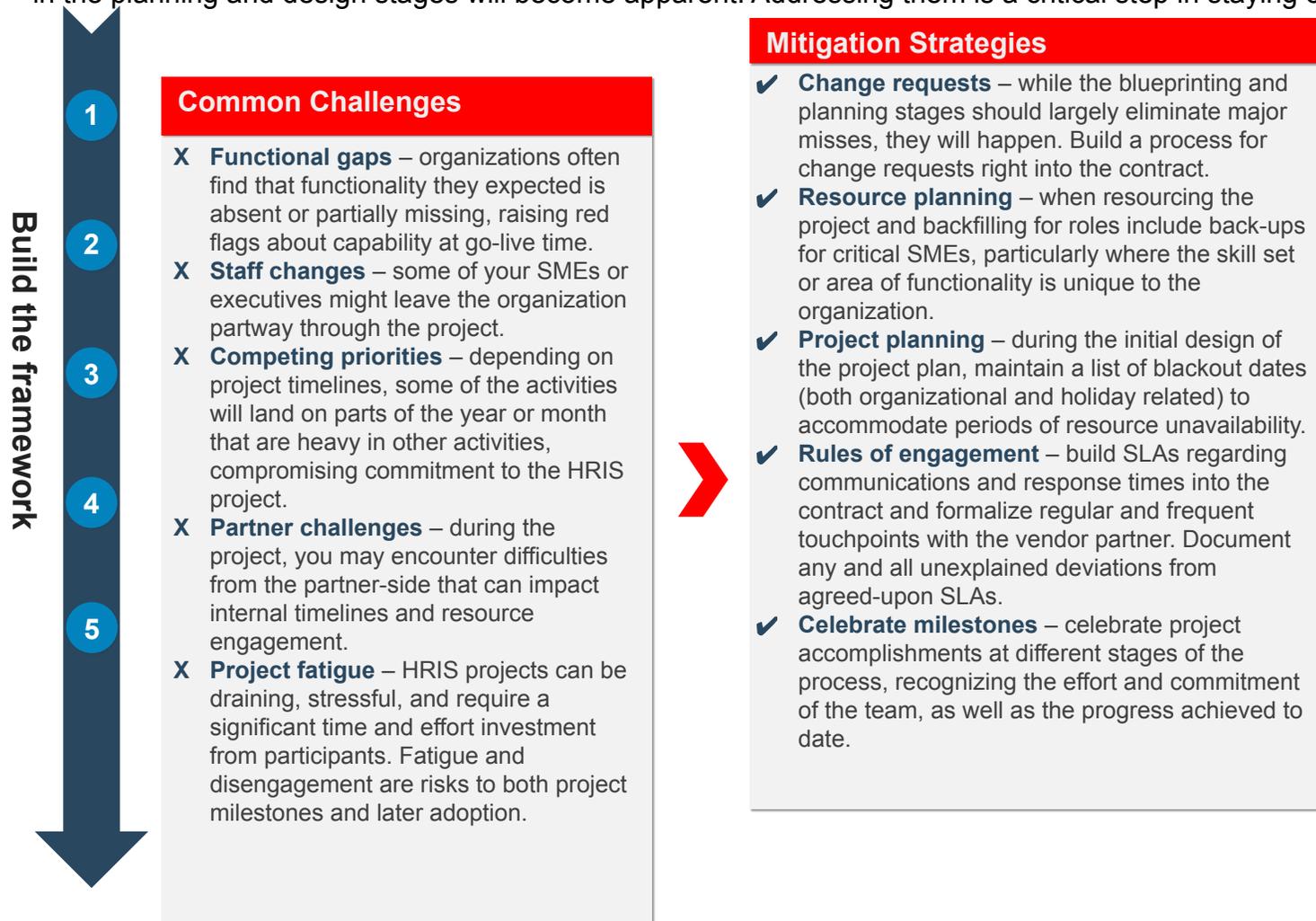
Appropriate technical team resourcing is critical in an HRIS project. Data transformation activities encompassing data cleansing, conversion, and migration are often overlooked or assumed to be the System Integrator’s responsibility.

		Activity	Owner	Assist	Key Assumptions	Description
		1	Data extraction from legacy applications	Client	Vendor	Client has the appropriate tools and skills internally.
2	Data transformation workshop	Vendor		This activity is included in the budget and scope.	Cross functional workshops to define the data transformation process and the mapping effort required.	
3	Data transformation and migration strategy process summary	Client	Vendor	Client has qualified personnel that have experience and knowledge of current-state systems.	A deliverable from the migration workshops. Defines how the process is going to be managed and routines used.	
4	Transform data	Client	Vendor	Client has qualified resources with experience and knowledge of data in current-state systems.	Legacy data is transformed into the new format; new fields are created and mapped.	
5	Data cleansing and rationalization	Client		Client has an understanding of current state data, and is appropriately resourced to address errors and data quality issues.	All applicable data fields are reviewed for quality issues and decisions are made about how much of the data to convert, retain, or address otherwise.	
	Test load sample data	Client	Vendor	The new environment has been set up and master configuration tables are available to migrate to.	Testing of a subset of critical data required for the operation of the system. The sample usually includes employees, job codes, and other master data.	
	Test critical business processes	Client	Vendor	The owners of the process have been sufficiently trained in the application.	A UAT process meant to test critical processes with sample data.	
	Parallel test	Client	Vendor	Test plans have been established to test data across critical and non-critical business processes.	Testing of all data migrated into the system in accordance with established test plans.	

Design the framework

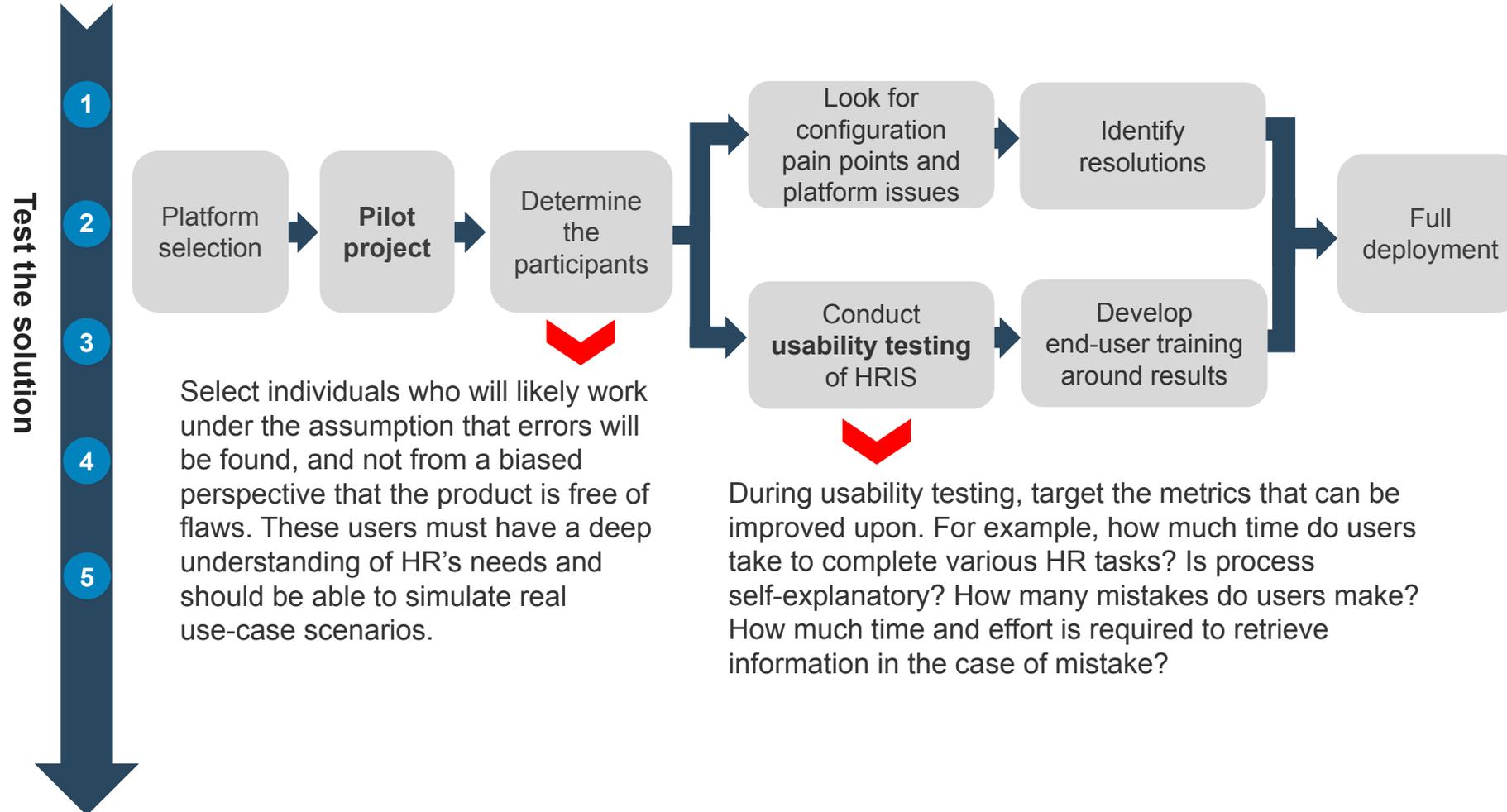
Don't get discouraged – encountering headwinds is part of any major system implementation.

As functionality is enabled in the system and data is populated, project management will increasingly gain prominence. Gaps in the planning and design stages will become apparent. Addressing them is a critical step in staying on course for delivery.



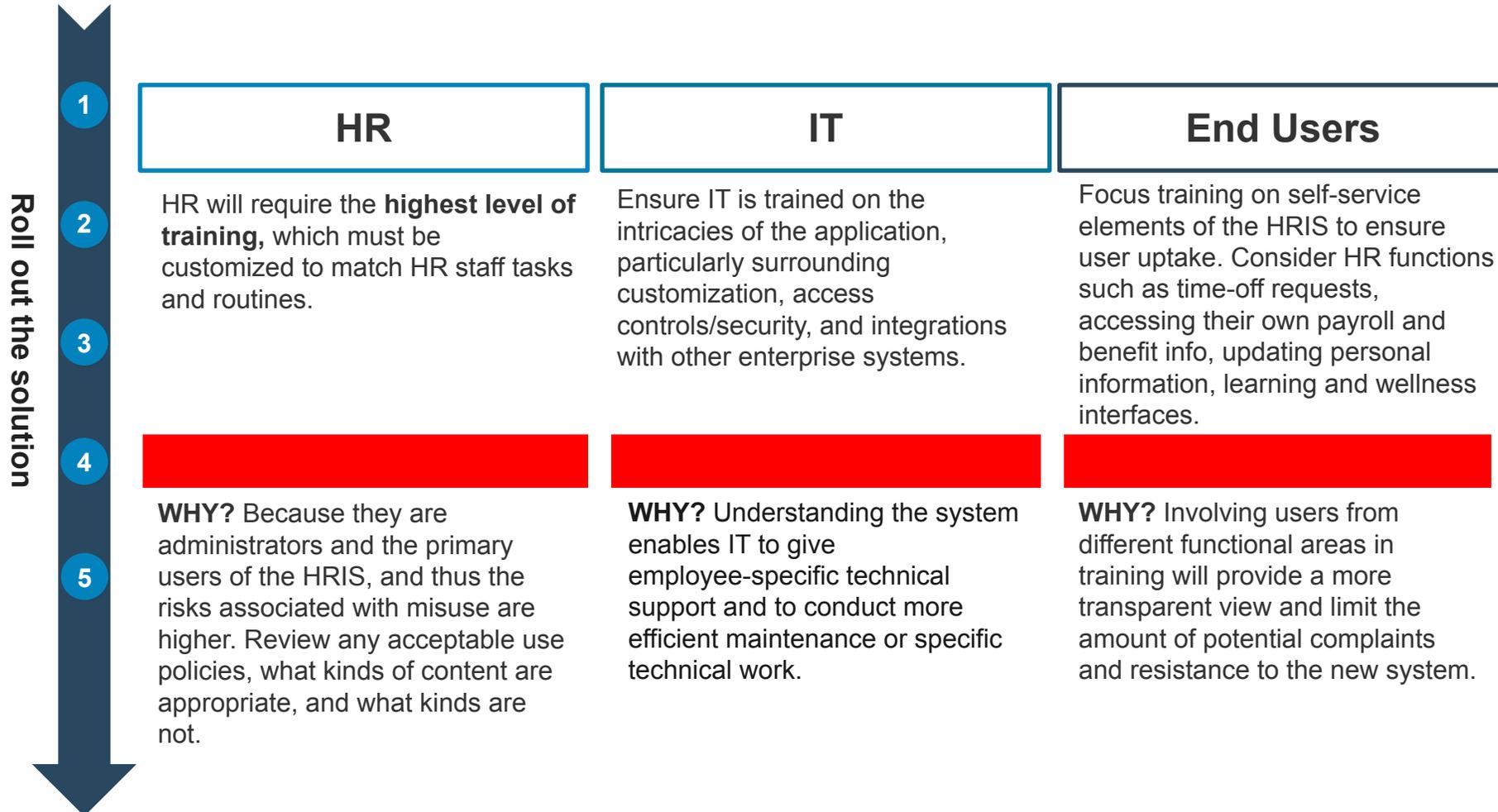
Leverage your “super users” to perform user acceptance testing (UAT) and determine success

For the ideal testing project, select experienced users from HR and various business departments.



Keep on training and learning: Prepare for organization-wide role-based training to ensure smooth transition and user adoption

Create role-based training programs for end users. REMEMBER: The end user cares ONLY about the part of the system they will be interacting with in their daily work activities. Do not waste their time with functionality that is irrelevant to their job.



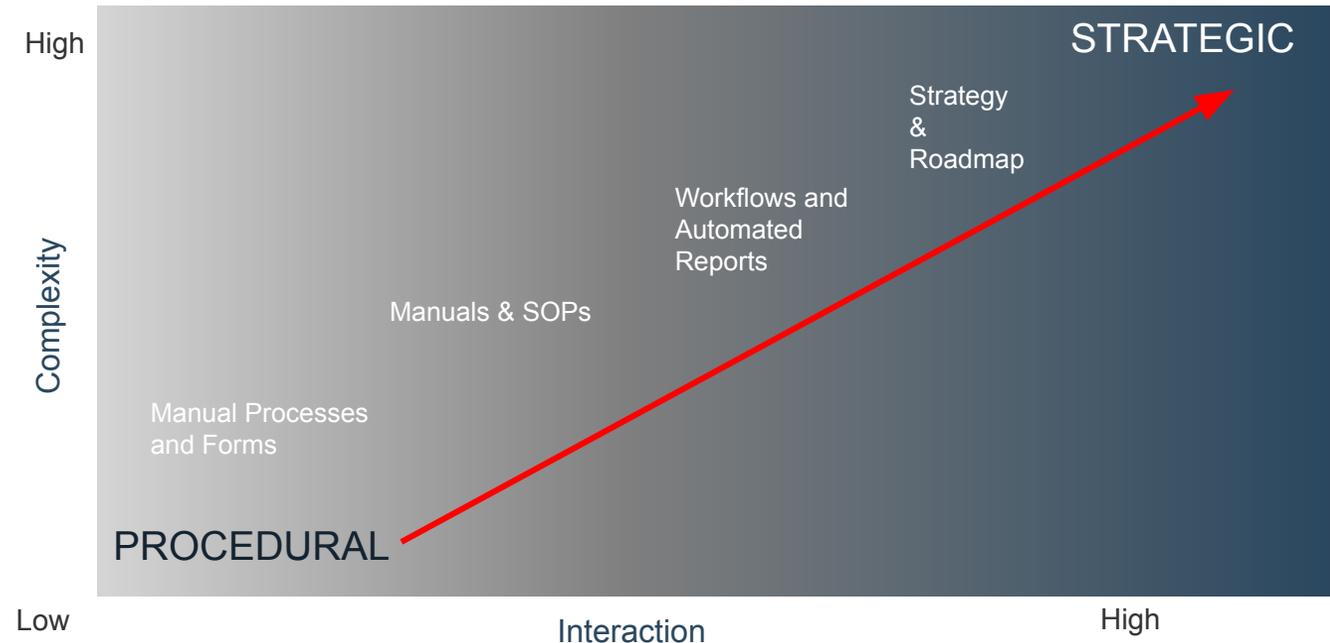
HR leveraging HRIS to become more strategic in the future

Take advantage of your new HRIS to move away from mostly operational to strategic

Understand how HR technology has evolved and forced changes upon the HR job function

The role of HR is evolving as a strategic partner in the organization, helping to drive real business value. The demands on HRIS are increasing as a result.

HRIS is moving away from simple record keeping to become more business-enabling; shifting focus from centralized administration to organizational engagement.

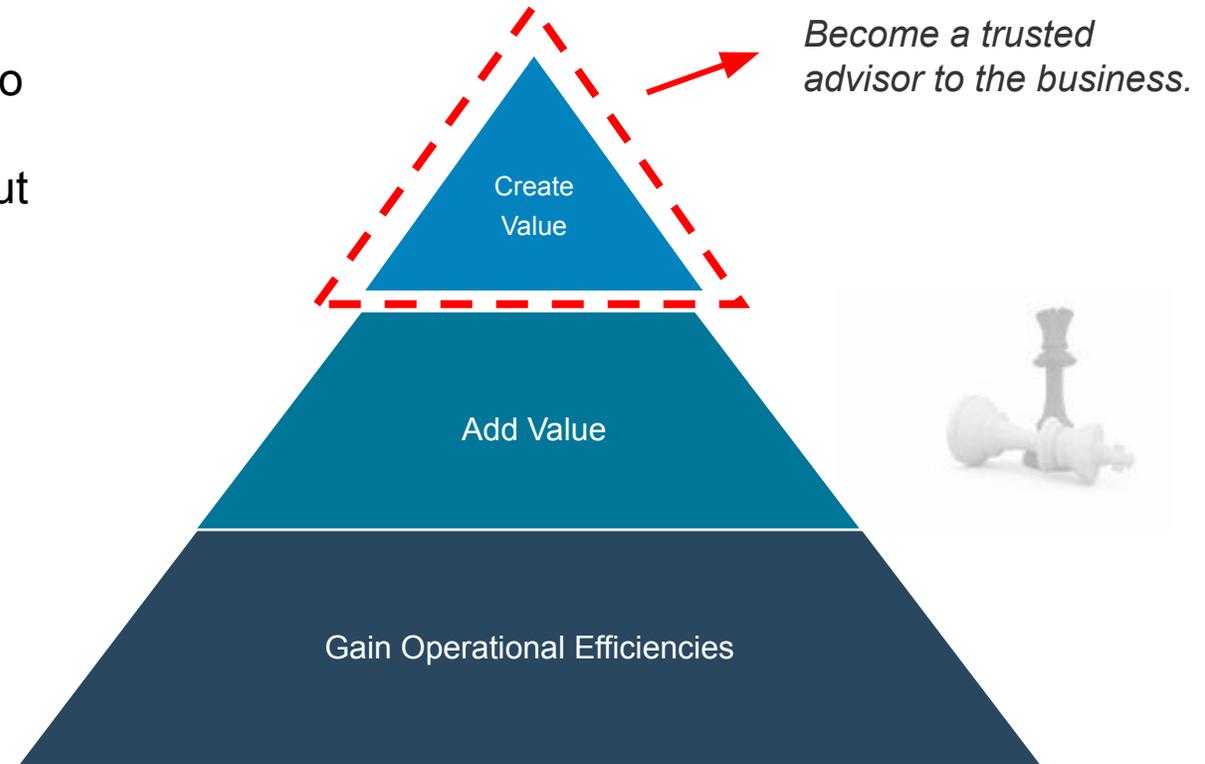


HRIS can enable the move from a support role to a trusted advisor of the business

Recent business trends have created an opportunity for HR to be a significant player on the management team. Don't rely solely on HRIS technology to make HR a strategic partner, but build these capabilities in tandem with your HRIS strategy.

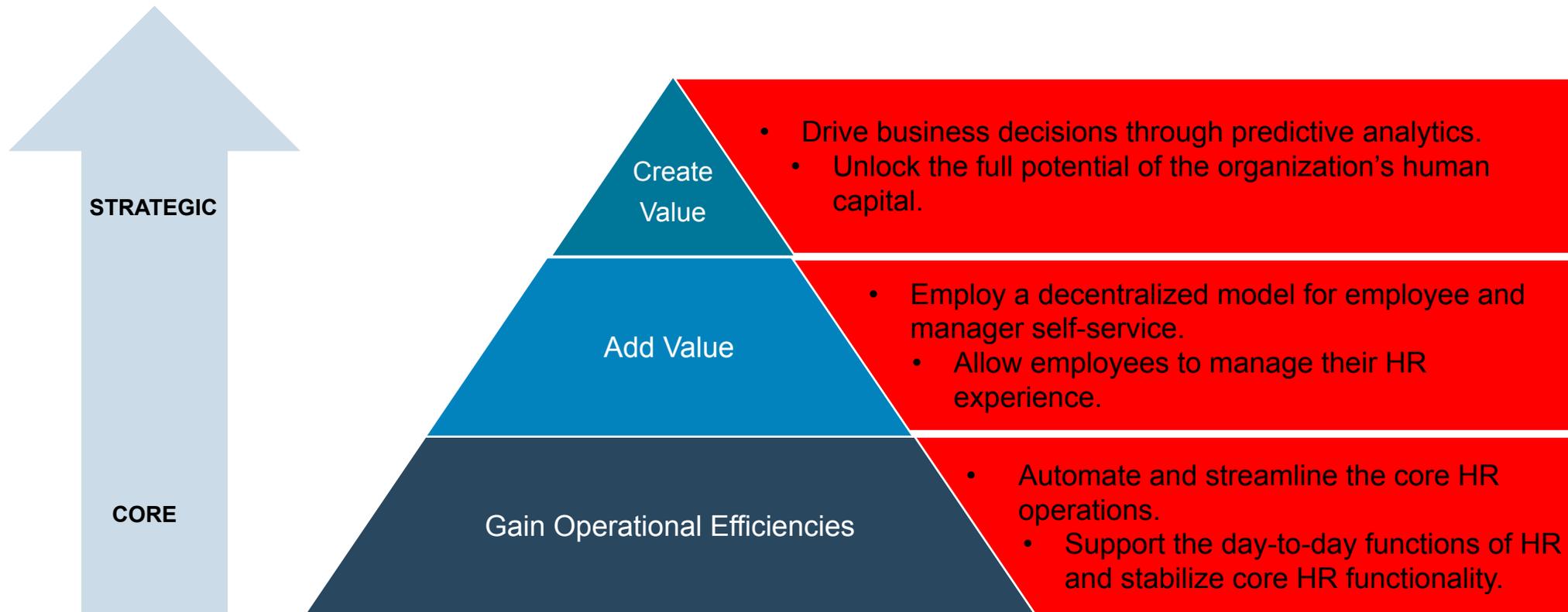
What strategic HR looks like:

Modern HRIS technology allows HR to come to the boardroom with deeper company information and the ability to pinpoint resource and compliance needs. HR Executives and their HR teams can move beyond simply compiling and gathering employee data and focus more time on creating actionable and meaningful information.



Understand HR's organizational value today and tomorrow

An effective HRIS strategy must be progressive. Build upon stable core functionality then address advanced capabilities. A strong foundation will provide a platform for strategic enablement.



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THANK YOU

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