



HR in the Cloud workshops Session I

Integrating your HR processes
using technology

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Integrating HR processes

Introduction

Integrating HR processes

Introduction



**"Application integration is
not just a technical issue, it
is more a business issue."**

Bersin by Deloitte

Integrating HR processes

Business drivers

Integrating your HR Processes

Issues linked to non-integrated HR processes from different perspectives

CEO

I feel our **HR department is not supporting our business strategy**. Last week, I asked what it means in terms of people for growth plan next three year. I am still waiting.

CFO

HR related invoices are getting higher each month. Our **HR Cost Center is getting more expensive than it should be**. We should reduce costs and invest efficiently.

CIO

Our **HRIS landscape is too complex**, we have too many providers and it costs too much to maintain. Are our HR processes more sophisticated than in other companies?

Employees

I don't understand the link between my performance review process, compensation, development... Whenever I need an HR service, I have to **pick the right tool** to do so.

What are your key challenges using non-integrated HR processes?

Integrating your HR Processes

Three main reasons for integrating HR processes

Optimization

Increasing the maturity level of one HR process requires leveraging techniques or data from other HR processes.

Coordination

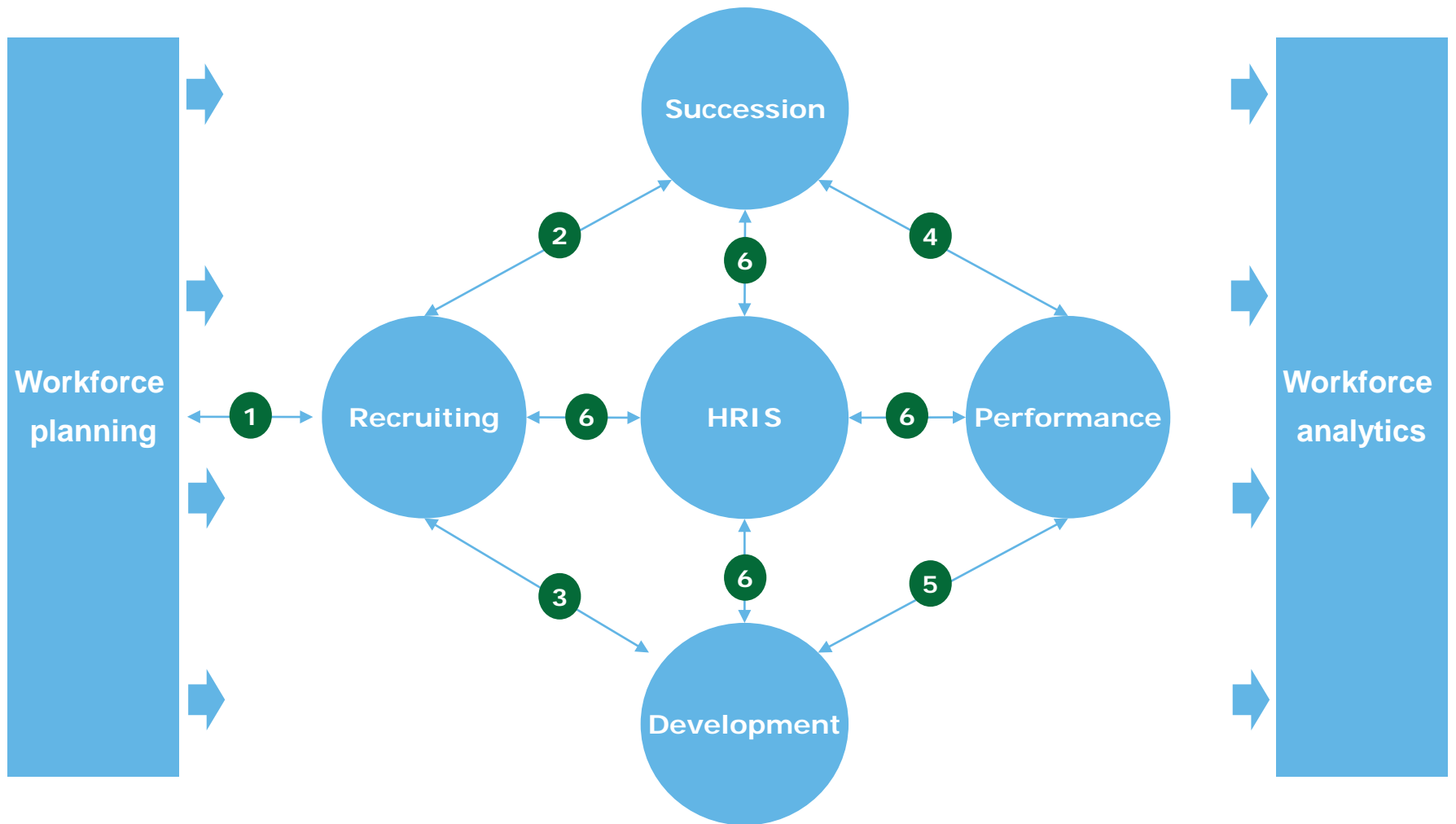
The employees experience will be less interesting if HR processes are not coordinated within the same company.

Efficiency

Integrating HR processes will help you be more efficient in collecting talent management data, developing and supporting HR technology.

Integrating your HR Processes

Some questions answered using integrated HR processes



What are the key questions that could be answered by each link?

Integrating your HR Processes

The evolution of Human Capital Management

How the HR Function Has Evolved over the Last 30 Years

Personnel Department

Administration
Payroll
Regulation
Backoffice Function

Control

Strategic HR

Recruiting, L&D, Org Design
Total Rewards
Service Center, CoE
HR Business Partner

Serve Staff
Automate

Integrated Talent Management

Management, Succession,
Leadership, Coaching,
Integrated Processes
Talent Management

Enable Decisions
& Management

Business-Integrated HR

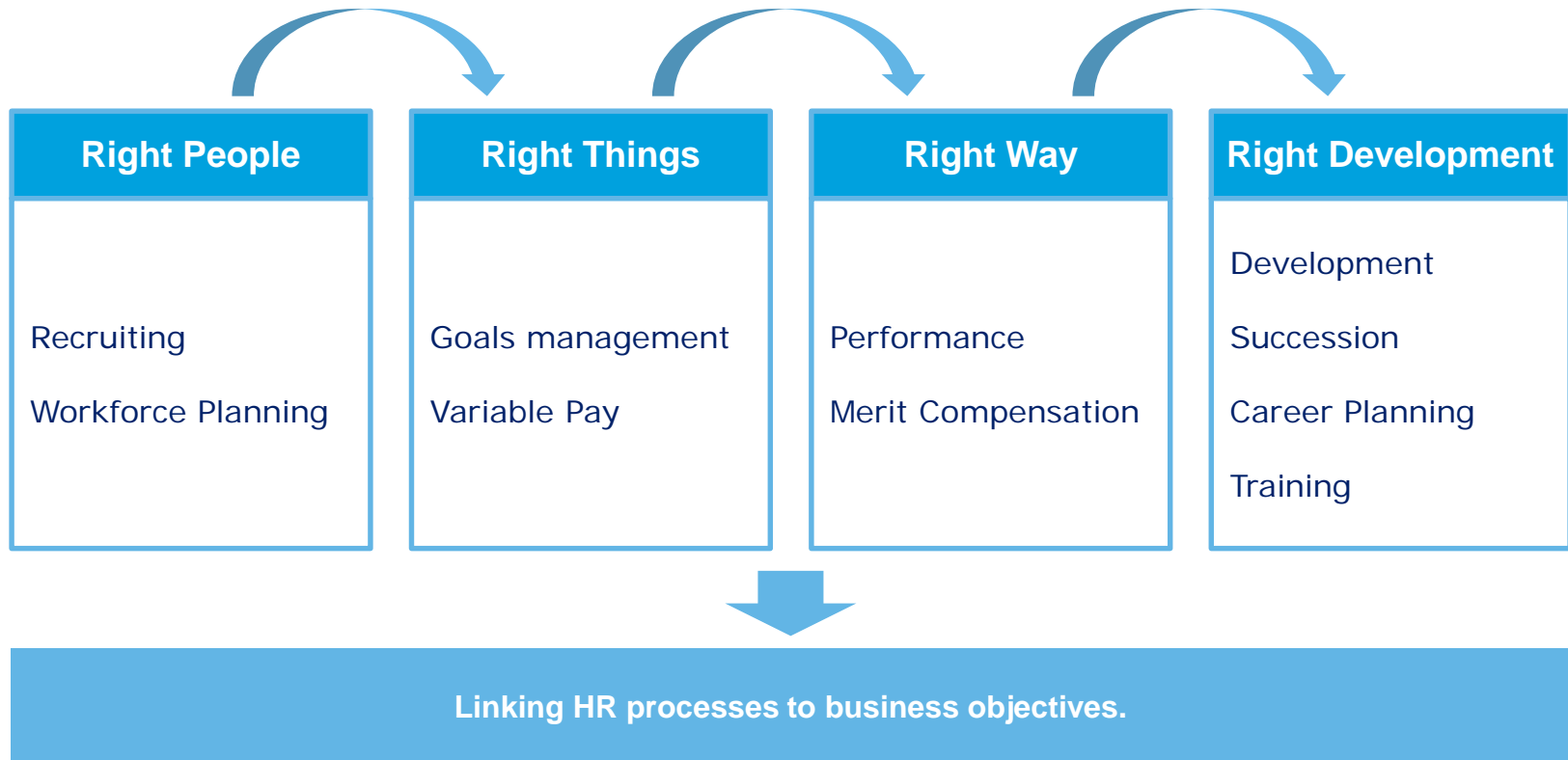
Differentiate & Segment Talent
Globally Optimize Talent Practices
Predict & Analyze Data
Integrated with the Business

Drive the Business
Plan for the Future

Tell us more about your current HR function stage?

Integrating your HR Processes

Starting point: define your business strategy and link it with HR strategy



How do you find your HR processes are supporting these strategic processes?

Integrating HR processes Technology

Integrating your HR Processes

Let's share some success stories

Company's situation

A major global technology company determined that its **HR administrative processes were too slow** and lacked the necessary cycle time speed and ease of use that employees now expect.

Managers also had **limited visibility into their organizations' performance** because reporting and analytics were hampered by both a lack of data and different country and business unit definitions for data elements.

Integration results

The SaaS solution is fostering hands-on talent management in the company by providing:

- ✓ Visibility into detailed organizational charts that depict workforce capabilities and the talent pools associated with critical jobs;
- ✓ Detailed succession plans for critical positions through ranked and unranked successors ;
- ✓ Improved enterprise capability to consistently rate performance;
- ✓ Executable annual compensation cycles that include merit and equity rewards through a central online process.

Integrating your HR Processes

Let's share some success stories

Company's situation

A large consumer goods company recognized the vital **role talent management would play in attaining its aggressive business goals** for the next decade.

Visibility and insight into available talent pools were important to fill critical positions as the company pursued growth opportunities.

The company had other talent matters to address as well. Recruiting, succession, and compensation processes were inconsistent across business units and divisions.

A complex legacy technology environment made it hard to extract core talent data quickly and consistently.

The company was struggling to attract, develop, and retain talent.

Integration results

The rapid implementation of this HCM platform helped the company achieve these business-driven results:

- ✓ Reduction in the number of HCM integrations, from more than 700 in the legacy environment to only 350 in the new SaaS-based HCM environment.
- ✓ Integration of more than 40 global payrolls into the new solution's system of record, an effort that included concurrent integration and implementation of a cloud-based payroll management application in 10 countries without impact to employee paychecks.

Integrating your HR Processes

Let's share some success stories

Company's situation

HR operations at a global financial services firm incurred high costs and required substantial manual activity due to its fragmented HR service delivery, as well as inadequate and inconsistent use of technology.

HR spent nearly three-fourths of its time on transactional and administrative tasks, which hindered its ability to support the businesses strategically.

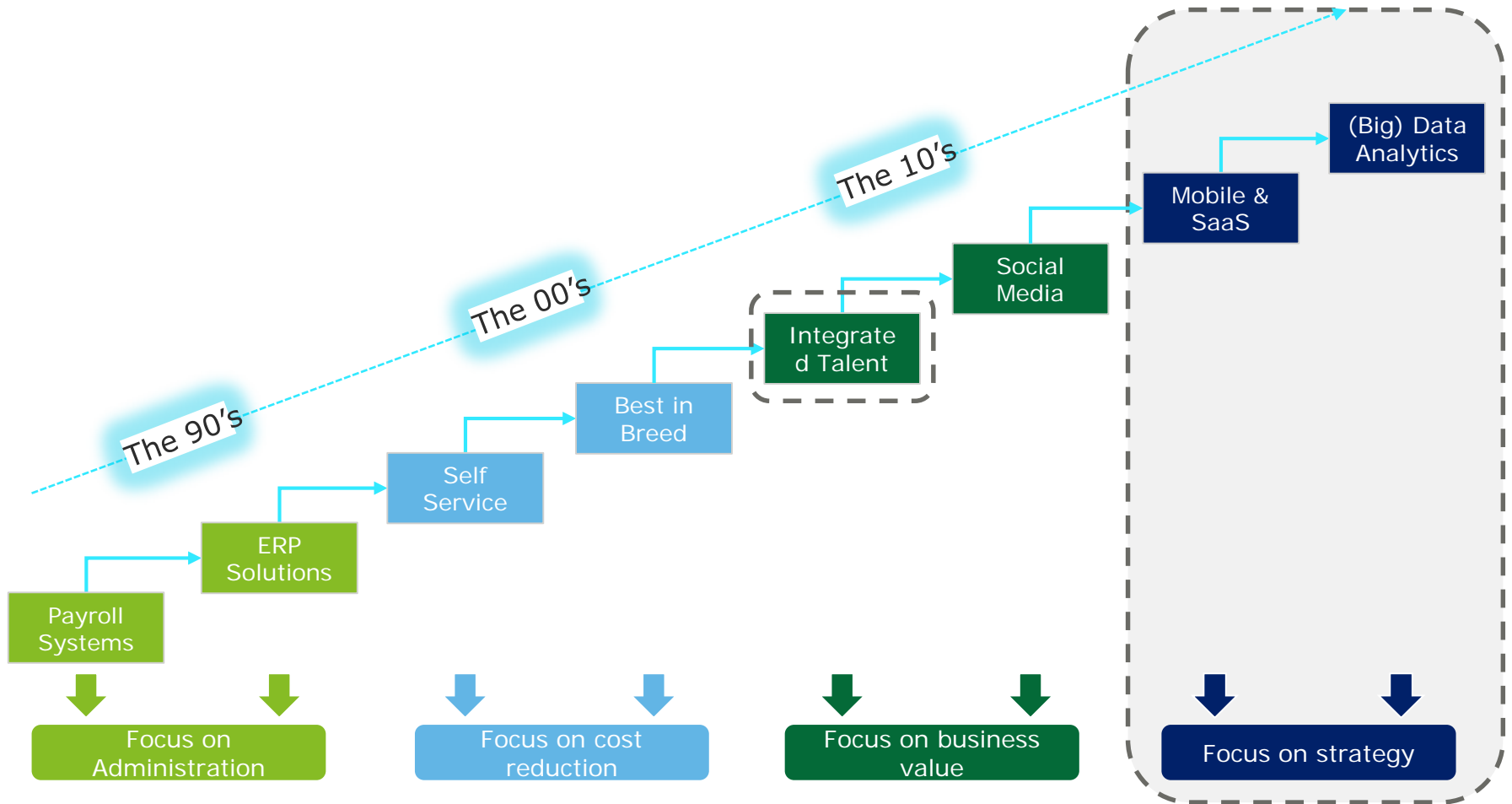
Integration results

SaaS-enabled transformation of this company's HR function led to tangible value creation:

- ✓ Dramatic reduction in the company's need for in- house resources to maintain core functions, allowing HR to focus on system configuration for local business requirements and continuous improvement.
- ✓ Enforcement of standard processing protocols globally, a key to gaining efficiencies and scalability.
- ✓ Potential estimated savings of \$500 million over 10 years, with a targeted 40 percent reduction in HR cost per employee.

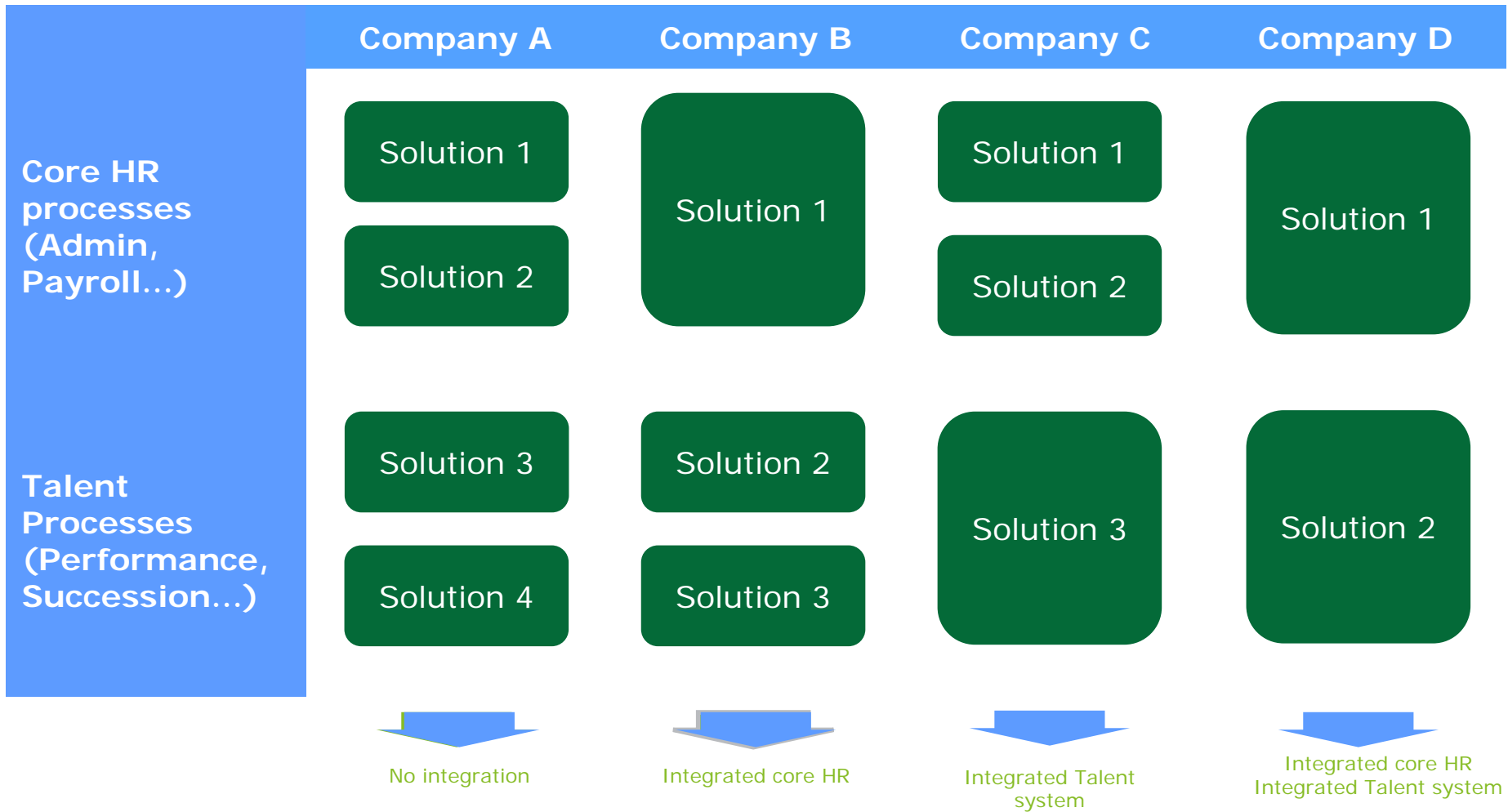
Integrating your HR Processes

The evolution of HR technology



Integrating your HR Processes

Case study

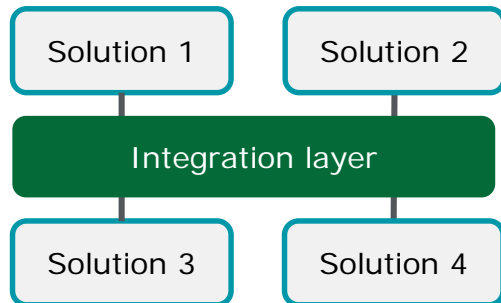


Where do you see your company? Which company may have the best situation?

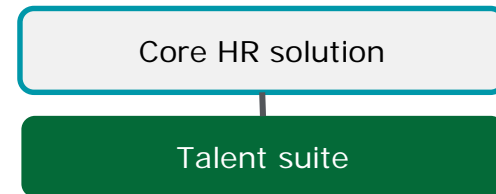
Integrating your HR Processes

Multiple options are possible

Option 1: keep your current solutions, focus on improve (functional + technical) integrations.



Option 2: keep your core HR solution(s), deploy a fully integrated talent suite and build integration.



Option 3: keep your (integrated) talent suite, deploy a core HR solution and build integration.



Option 4: deploy a fully integrated HR solution, covering Talent and Core HR.



What are the key implications you may have as an HR professional for each option?

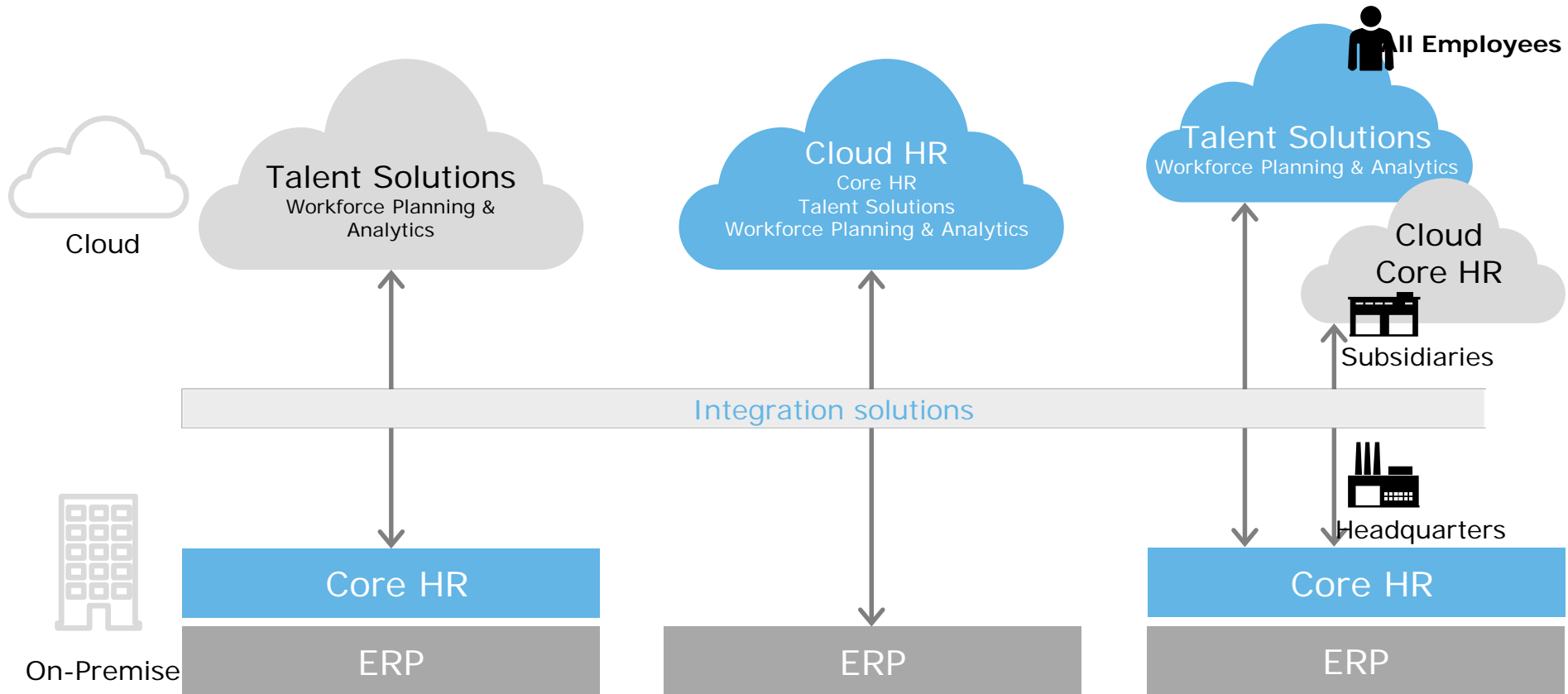
Integrating your HR Processes

Cloud versus On-premise: possible options

Talent Hybrid

Full Cloud HCM

Side-by-Side HCM



Integrating HR processes

Roadmap

Integrating your HR Processes

Six requirements before start your journey

When building a roadmap for a fully integrated HR processes, it is important to have a long-term structural integrations between different processes



A single system of record keeping:
Collect data in one process and use it to support other processes.



Common definitions of job performance:
Build job descriptions, competency models and goal plans to support your strategic HR function.



Integrated personnel decision-making processes: think about the role collected data should play in other strategic HR processes.



Shared talent database: make your talent data accessible by multiple people so it can be used to maximize workforce productivity.



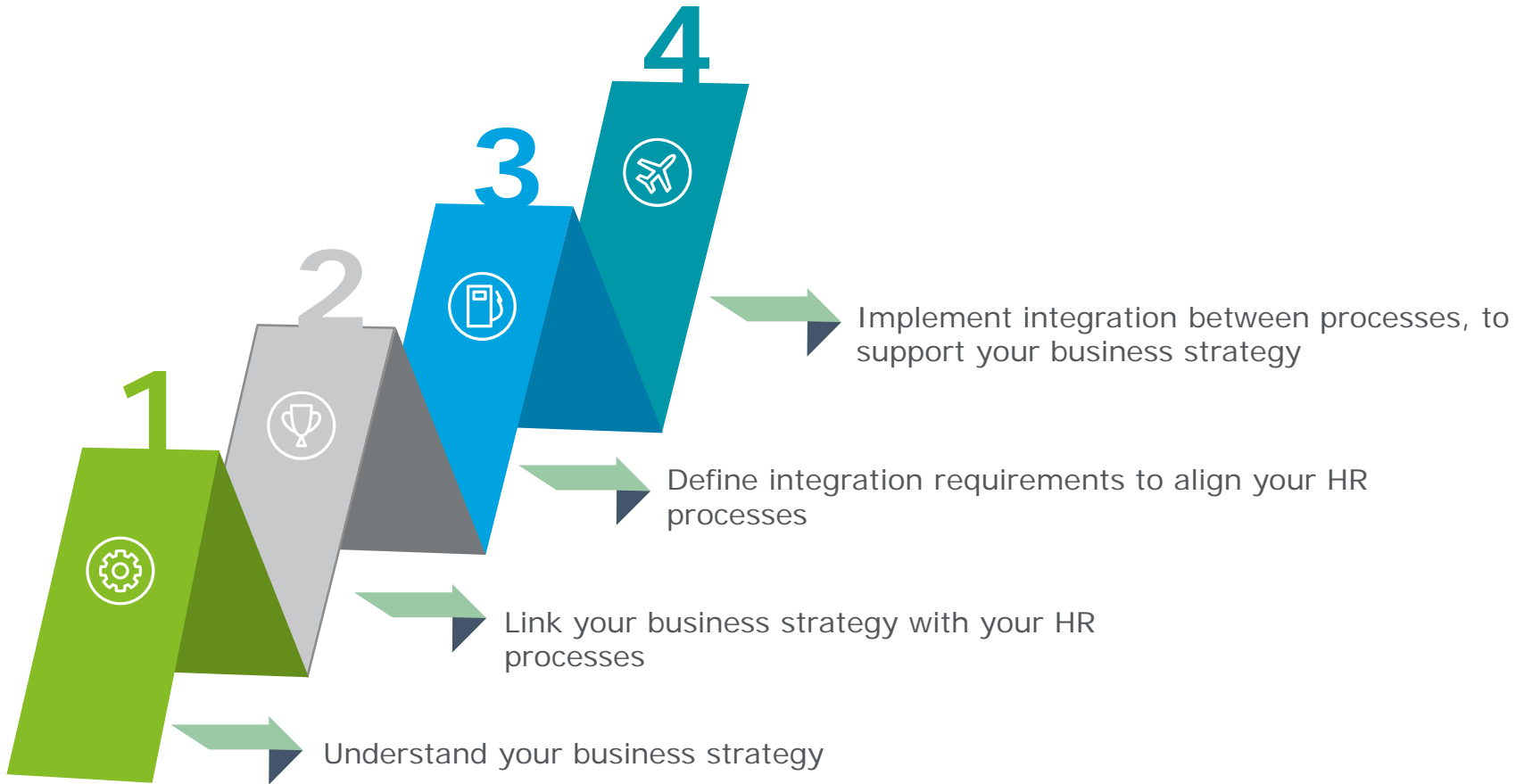
Single operational dashboards: define what sort of HR data will provide the most value to leaders.



Integrated compensation and staffing strategies: link your overall staffing strategy with your compensation strategy.

Integrating your HR Processes

Four stages

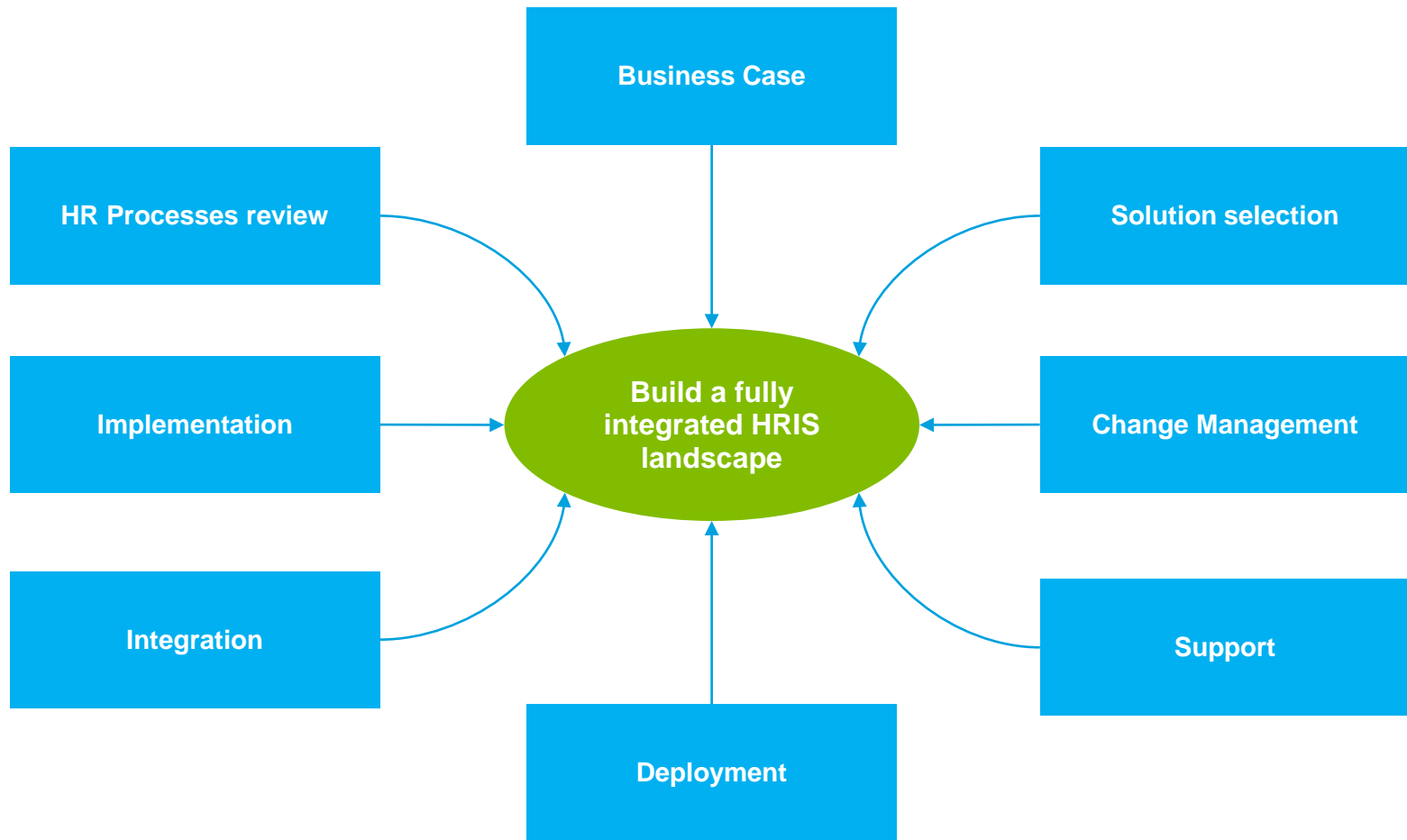


Integrating HR processes

Deloitte HCAS services

Integrating your HR Processes

How Deloitte HCAS could help you for your next steps?



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