



Human Capital Management Strategy Consulting

The Human Capital Management functions within organizations “are expected to play a more strategic role in achieving business success”. These functions are consistently increasing their investment and reliance on technology each year. However, the purchase and utilization of Human Capital Management (HCM) technology within most organizations continues to be a “hit or miss” process, since these individual functions are not following a company-defined long-term HCM technology strategy. HCM technology includes your core HR, Payroll and Benefits systems and self-service systems, along with Talent Management Systems such as Applicant Tracking, Compensation Management, Performance Management, Learning Management, Competency Management, and Succession Planning Systems. Investing in HCM technology without a strategy on how each component system will support the other often results in the implementation of systems that are not best suited to meet a company’s business objectives, wasted time and money, and staff inefficiencies. The end result is often the lack of return on investment (based on not meeting business goals, like increase in share holder value), which in turn can erode the strategic credibility of the HCM functions with Executive Management.

The primary objective of an HCM technology strategy is to meet the goals of the HCM strategic plan. Therefore, before a viable and effective HCM technology strategy can be created, it is essential that an HCM strategic plan be developed. The HCM strategy plan (i.e., HCM goals and direction) is the embodiment of an organization’s business goals and objectives and HCM and IT strategic plans that support the meeting of these goal and objectives. Many organizations have these goals and plans defined, but their definitions have been created often in a “silo” manner and are not in-sync with each other. The end result is the inability to define an effective HCM technology strategy which often results in business goals and objectives not being met.

HRchitect provides HCM Strategy Consulting services that will help your organization define its HCM strategic plan and an HCM technology strategy that will effectively and efficiently meet the strategic HCM goals and requirements as defined within that plan. HRchitect provides you with individualized analyses and plans based on the specific needs of your company and not the traditional “cookie cutter” approaches that are typically offered by other consulting companies.



HCM Strategic Planning Services

Our services include:

- Comprehensive review of your existing corporate, HR and IT strategic plans.
- Detailed interviews with senior executives and other key individuals within your organization to discuss these plans.
- Revise or, if necessary, create your HR and IT strategic plans
- Create your HCM Strategic Plan.
- Review your current HCM technologies to determine if they are in sync with your IT strategy and HCM strategic plan. This review includes the review of your current HCM system vendor product roadmaps.
- Review, redesign and optimize “current state” HCM business processes based on industry best practices and your goals and objectives as defined within your HCM strategic plan. During this step, special attention will be paid to identity areas for cost reduction and avoidance, increasing staff efficiencies and areas that could be exposing your organization to compliance violations.
- Assist in gaining support from your key executive sponsors and stakeholders on the HCM strategic plan and any “future state” HCM business processes.

Outcome:

Our HCM Strategic Planning services will help you:

- Create an HCM Strategic Plan that is the embodiment of your organization’s business goals and objectives and HR and IT strategic plans that support the meeting of these goal and objectives.
- Obtain consensus and commitment from your executives on an HCM Strategic Plan.
- Define “future-state” processes utilizing your current HCM technologies that enhance the business value of the technologies.



HCM Technology Strategy Services

The primary objective of an HCM technology strategy is to meet the goals of your HCM strategic plan. As defined below, some of the HCM technology strategy services are also provided as part of our HCM strategic planning services offering. We incorporate those services within our HCM Technology Strategy services for those organizations for which HRchitect did not provide HCM strategic planning services.

HRchitect's HCM Technology Strategy services include:

- Review and revise, as necessary, your current HCM strategic plan.
- Review your current HCM technologies to determine if they are in sync with your IT strategy and HCM strategic plan. This review includes the review of current HCM system vendor product roadmaps.
- Review, redesign and optimize "current state" HCM business processes based on industry best practices and your goals and objectives as defined within your HCM strategic plan. During this step, special attention will be paid to identify areas for cost reduction and avoidance, increasing staff efficiencies and areas that could be exposing your organization to compliance violations. Create your HCM technology strategic plan that includes the identification of areas for change and the priority of these needed changes.
- Represent HCM functional areas with your IT group to gain technical approval of the HCM technology strategic Plan.
- Develop a change management strategy.
- Develop a business case including ROI metrics and key success factors.
- Assist in gaining consensus and commitment from key executive sponsors and stakeholders on the HCM technology strategic plan and any "future state" HCM business processes.
- Assist with cost justification and budget approval associated with the execution of the HCM technology strategic plan.

Outcome:

The HCM Technology Strategy services will help you:

- Align HCM technology strategy with the goals of your HCM strategic plan.
- Define areas where your current HCM systems are not performing optimally and where they may be in conflict with company goals.
- Justify and prioritize your future HCM technology investments and roll-out plans.
- Create a better adoption of current and future technologies.
- Provide areas for process changes and improvements which can impact staff workload and cost.



HRchitect Background and Resources

HRchitect is the premier Human Capital Management (HCM) Systems consulting firm and the market leader in Talent Management Systems (TMS) consulting services including the selection, implementation and integration of Applicant Tracking Systems, Performance Management, Succession Planning, Compensation Management, e-Learning and Competency Management Systems.

While completing over 375 successful client engagements over the last ten years, HRchitect has developed proprietary approaches, methodologies, tools and techniques for rapid delivery of real systems value in today's increasing global business environment. HRchitect has participated in the successful evaluation and implementation of eHR software components for leading, high-tech, high-growth leaders such as Intuit, Broadvision, Perot Systems, Siebel, WebMD, & Symantec; manufacturing companies such as 3M, Texas Instruments, SAIC, Raytheon, Northrop Grumman, Titan & Precor; retail leaders including Wal-Mart, OfficeMax, RadioShack, Nordstrom, L.L. Bean, The GAP, Blockbuster, Reebok, J.C. Penney, Lowe's, & Target; healthcare/bio-tech organizations such as BJC Healthcare, King Pharmaceuticals, Alcon Labs, Washington Dental, The Mayo Clinic, Express Scripts, Biogen Idec, Tenet Healthcare, & Moses Cone Health System; financial organizations including, Barclays Global Investors, U.S. Bank, Countrywide Financial, Washington Mutual, Wells Fargo, Texans Credit Union, VISA & Mountain America Credit Union; energy leaders such as Baker Hughes, ConocoPhillips, Lyondell Chemical, & Mid-American Energy; transportation leaders such as APL, Maersk, FedEx, Southwest Airlines, & Sabre; telecommunication leaders T-Mobile, AT&T, Sprint, Virgin Mobile, & Verizon; as well as leading hospitality companies such as Hyatt, Marriott, Walt Disney Company, Starwood, Wyndham, & Cendant.

HRchitect has consultants with an average of over 20 years of experience with HCM technology projects. They have gained this experience as senior level practitioners working for large well-known and respected organizations and as consultants working on projects for F500 organizations.



Additional HRchitect HCM Consulting Services related to the execution of an organization's HCM Technology Strategy:

HCM TECHNOLOGY PLANNING

Once you have an HCM Technology Strategy it is important to have an action plan that will take the strategy from the page to an implementation reality. This process includes three distinct but equally critical steps:

- Current Systems Evaluation and Optimization
- Solution and Technology Evaluation and Selection
- HCM Technology Deployment

Current Systems Evaluation and Optimization

With the abundance of systems in operation in a company, oftentimes, HRchitect can uncover solutions which are currently in place at the company but not fully deployed. To do this we would:

- Review your currently implemented systems to ascertain if there are modules or features not currently being utilized.
- Assess current implemented systems for areas which reimplementation or optimization would be necessary.
- Evaluate your current IT connections and database optimization to assure peak performance from your systems.

Outcomes:

System Evaluation and Optimization can:

- Isolate systems which are underutilized.
- Fit/Gap analysis of current solutions to aid in evaluating long-term effectiveness of the solution.
- Optimizations which can prolong your current system's usefulness and/or bridge your strategic plan's timeline.
- Assure that your current systems support the IT direction of your company.



Solution and Technology Evaluation and Selection

Often the best implementation of the strategic plan includes the selection of one or more systems. This could be an all encompassing Enterprise Resource Planning (ERP) solution or an integrated series of “Best of Breed” systems. HRchitect, with its expertise in all types of HR systems – from Recruiting to HRMS to Compensation and Performance Management – can provide you with knowledge leaders to assist in your selection process through:

- Customized interviews to isolate HR functional requirements.
- Individual interviews with HR systems stakeholders and company management to assure requirements to support the business strategy and decision making are included.
- Conduct workshop with the selection team to define the decision drivers which will be used to weigh all decisions during the selection process.
- IT Strategy review to assure that the new HR systems will support the IT direction and technology.
- RFP development and requirements prioritization.
- From our extensive knowledge of the vendors, assist with the creation of a vendor list of possible vendors to be considered and receive the RFP.
- Coordinate the RFP to minimize vendor calls and wasted time.
- Review and evaluate the RFP and assist with the vendor short list.
- Creation of a demo script to be followed by the vendors.
- Facilitate and the vendor demo sessions and conduct post review sessions with the company evaluators.
- Facilitate and assist, as required, with due diligence which will aid in the final selection of the vendor.
- Review and/or develop business case to assure executive approval.
- Create executive level reporting and presentations to assist with the explanation of the present value of the system.
- Offer assistance and guidance to the company legal department on contract negotiations which results in a win/win final contract.

Outcomes:

A successful evaluation and selection can:

- Quickly create a list of vendors who can meet your requirements without hours of investigation and research.
- Isolate the functional requirements which are necessary for both a U.S. and Global deployment of your solution.
- Assure that your solution will support the long range growth and plans for your company.
- Assure that the systems selection supports the HCM strategic direction.
- Justify and win approval of HCM investments.
- Gain executive and Board approval for HR systems expenditures.
- Comprehensive due diligence and contract negotiations



HCM TECHNOLOGY DEPLOYMENT

Selecting the solution is only the first step in realizing your HCM strategic vision. The next, and equally important, elements include:

- Solution Deployment
- HR Metrics and Reporting

Solution Deployment

Choosing the correct solution to support the HCM strategy is only half of the solution. In order to assure that your new solution(s) support your HCM strategy, you will need to monitor the deployment through:

- Successful project and budget management to avoid scope creep.
- Review and documentation of business process changes which can facilitate cost savings.
- Knowledgeable implementation team who can implement the strategy and vision into the solution infrastructure.
- Assist with change management which will motivate users and eliminate resistance.
- Communication planning for the new system
- Training assistance and planning for all types of end users.
- Internal marketing of benefits of using any self-service (employee or manager) components which are part of the system.

Outcomes:

Potential benefits of an organized solution deployment include:

- Implementation of a solution that maximizes ROI
- Plans for future enhancements which were outside of the original scope.
- Review and documentation of "To Be" processes and suggested areas for future changes.
- Successful change of business processes to eliminate redundancy, streamline HR operations, and motivate users for future changes in processes.
- Successful adoption of system and self-service components.



HR Metrics and Reporting

Once the implementation is completed and the system is in production, there is one critical component which will support the business strategy – HR metrics and reporting. This is usually the one area which does not get full treatment, as it comes at the end of a long process. However, with the correct execution of metrics and reporting more of the strategic vision will become a reality through:

- Creating meaningful reporting and data extraction which can be used by top management.
- Implementing a manager desktop and pushing out metrics of strategic interest to middle and top management.
- Creating ad hoc reporting which is customized to management and strategic initiative needs.

Outcomes:

- Analytics on manager desktop with no initialization request.
- Providing key data proactively.
- Engaging management in the system solution use assuring support for future initiatives.