BENEFIT TECHNOLOGY RESOURCES®

Building an HR Tech Strategy

Today's Presenters

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What is an HR Tech Strategy?

A detailed *PLAN OF ACTION* designed to help your organization make the **best tech decisions** based on **available resources**.

Here's a Preview

- Identifying long-term goals

- Document ALL HR processes

- Involve the key stakeholders

- Create an employee communication plan

- Create a budget

- Define procurement requirements

- Establish a realistic timeline

- Integration strategy

- Change Management

Who Is BTR?

Founded in 2008

One of the largest US HR Tech consulting firms with 55+ FTEs

Extensive expertise in HR Tech procurement & delivery, including:
- Human Capital Management (HCM)
- Talent & Engagement
- Time & Workforce Management
- Benefits Administration
- And more

Identify your organization's long-term goals
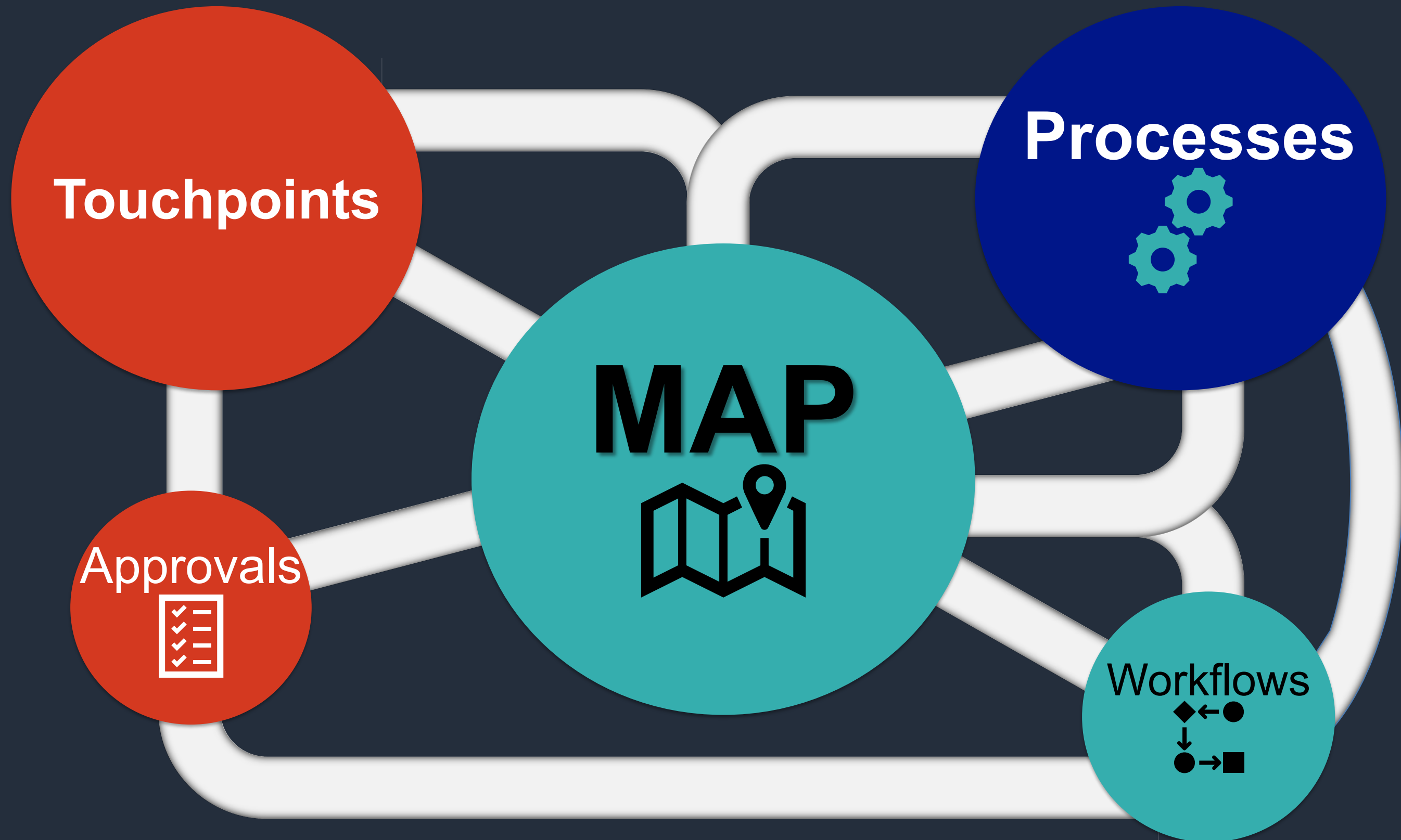
Start with the *end* in mind.

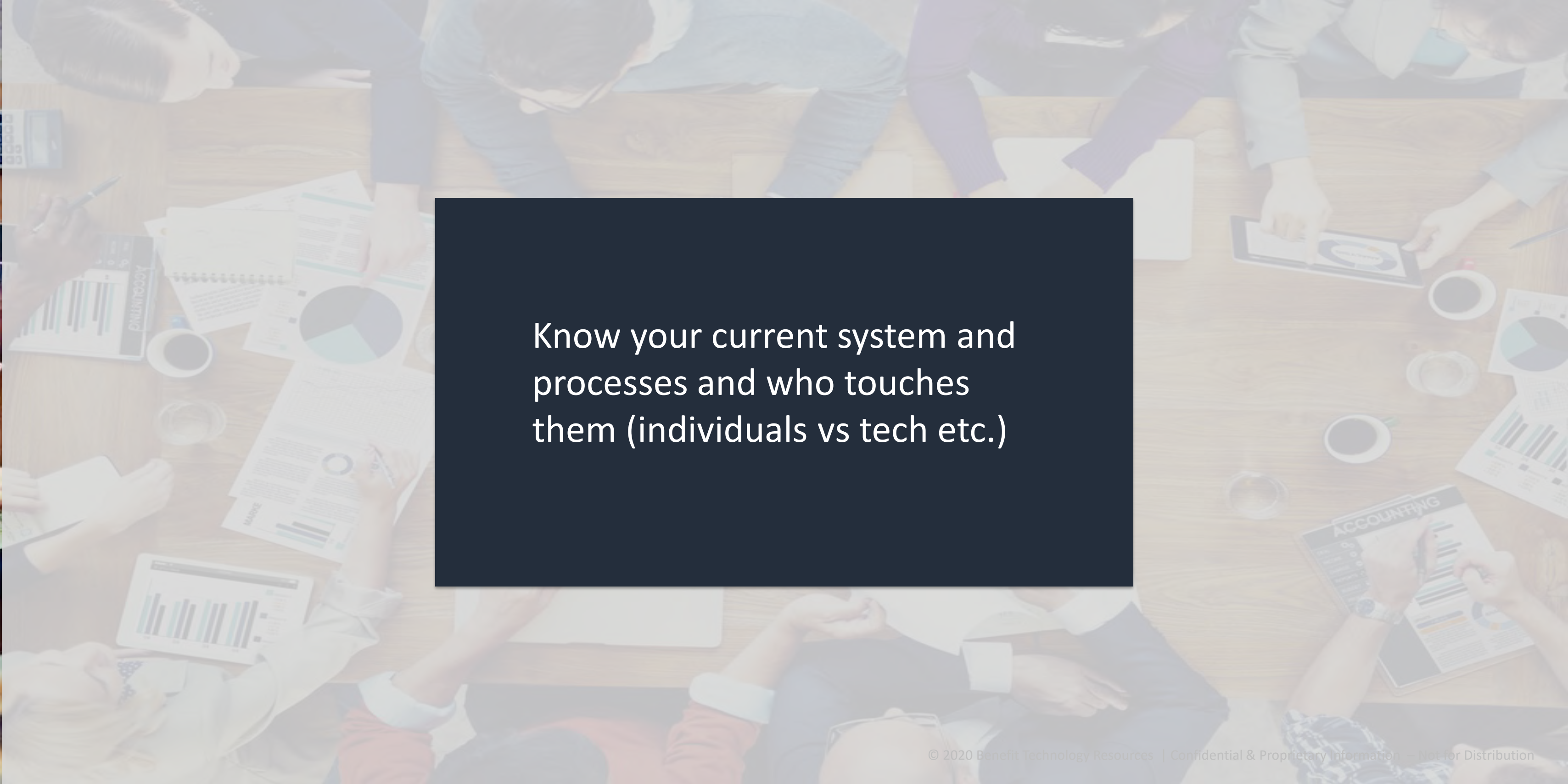*Stephen Covey – 7 Habits of Highly Effective People*

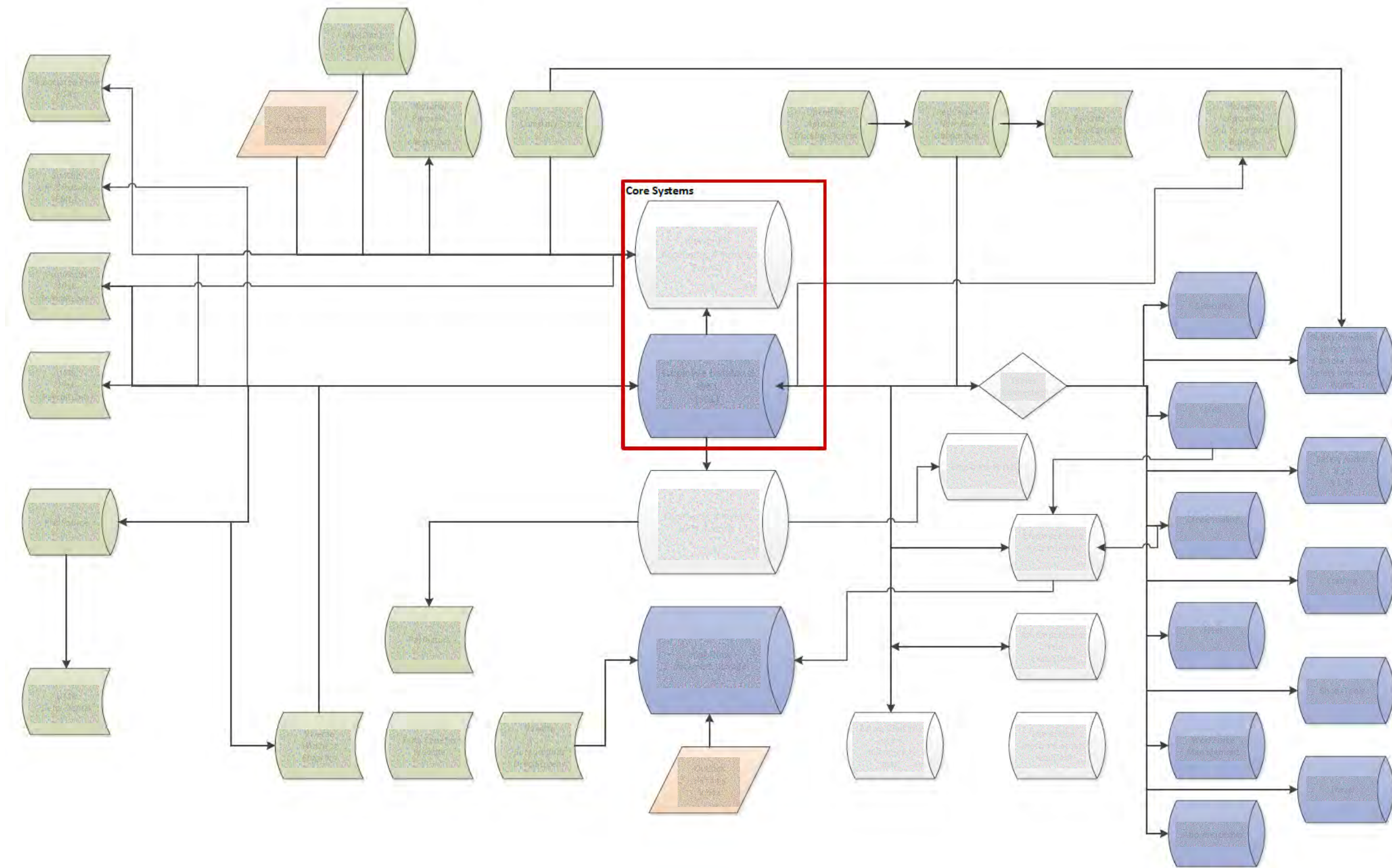What are your desired Business Outcomes and core objectives?

Document all HR processes

(yes, ALL of them)

Know your current system and processes and who touches them (individuals vs tech etc.)

Core Systems

Involve the key stakeholders

- **Executive Buy In**

- **Identify Project Manager**

- **Identify Project Committee**

- **Survey Employees & Solicit Their Feedback**

Implementation Strategy
(if necessary)

- **Assign Implementation team**

- **Clean data FIRST**

Strategy **VS** **Execution**

Create an employee communication plan

- Ask your employees what they need

- Early buy-in is key

Create a budget

(and get it approved)

Current Spend + **ALL Tech** + **Manual Processes**

Timekeeping Fee	$0 Included in Payroll	$0 Included in Payroll	$10,080 $2.40 - PEPM
Recruitment/ATS Fee	$6,300 $1.50 - PEPM	$0 Included in Payroll	$2,478 $0.59 - PEPM
Onboarding Fee *Optional*	$4,200 $1.00 - PEPM	$0 Included in Payroll	$3,360 $0.80 - PEPM
Performance Management Fee *Optional*	$0 Included in HR	$0 Included in Payroll Enhanced Feature	$0 Included in Payroll Core Feature
Learning Management Fee	$0 Not Included	$0 Not Included	$0 Not Included
ACA Compliance Fee	$4,578 $1.09 - PEPM	$0 Included in Payroll	$3,360 $0.80 - PEPM
Fees for Business Intelligence, Dashboard, Data Warehouse?	$0 Included in Payroll	$0 Included in Payroll	$0 Included in Payroll
Fees for Training	$0 Virtual Training Included	$0 Virtual Training Included	$0 Virtual Training Included
Fees for conversion *Bringing in current Year-to-Date data*	$0 N/A	$0 Included in Implementation	$0 Included in Implementation
Total Estimated Year 1 Cost Includes implementation + year 1 ongoing	$48,092	$99,233	$80,850
Total Estimated Ongoing Cost 12 months of ongoing fees - following year 1	$48,092	$78,758	$61,950
Estimated Ongoing PEPM	$11.45	$18.75	$14.75

Get a grasp on procurement requirements

Establish a realistic timeline

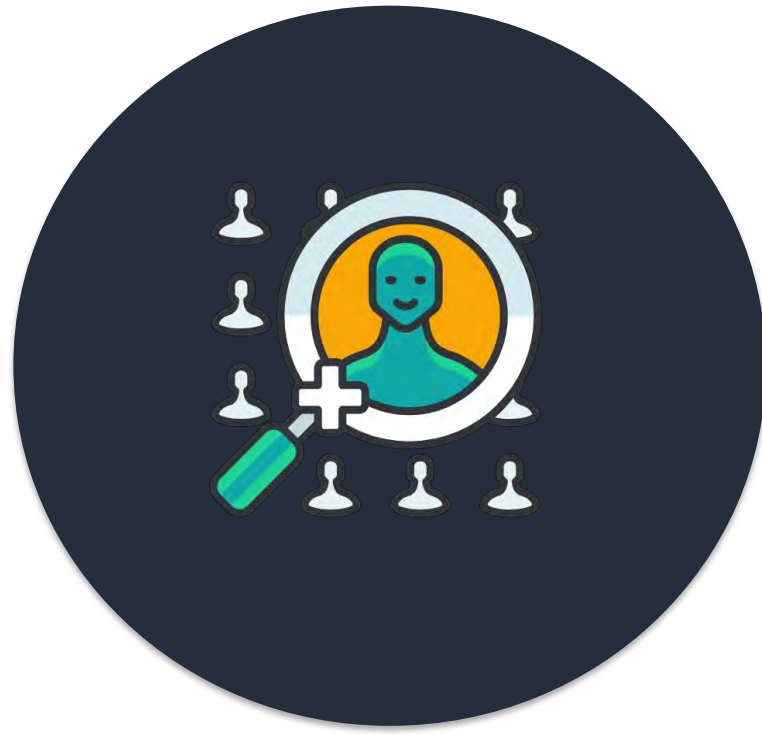- **Ideal implementation timelines**
  - Payroll – 1/1
  - Benefits Administration – 90 days PRIOR to OE

- **Appropriate expectations–discuss with vendor prior to starting**

- **Could be a multi-year plan–but be flexible**

Integration Strategy

Integration Strategy

Recruiting/ Onboarding

HR Functions
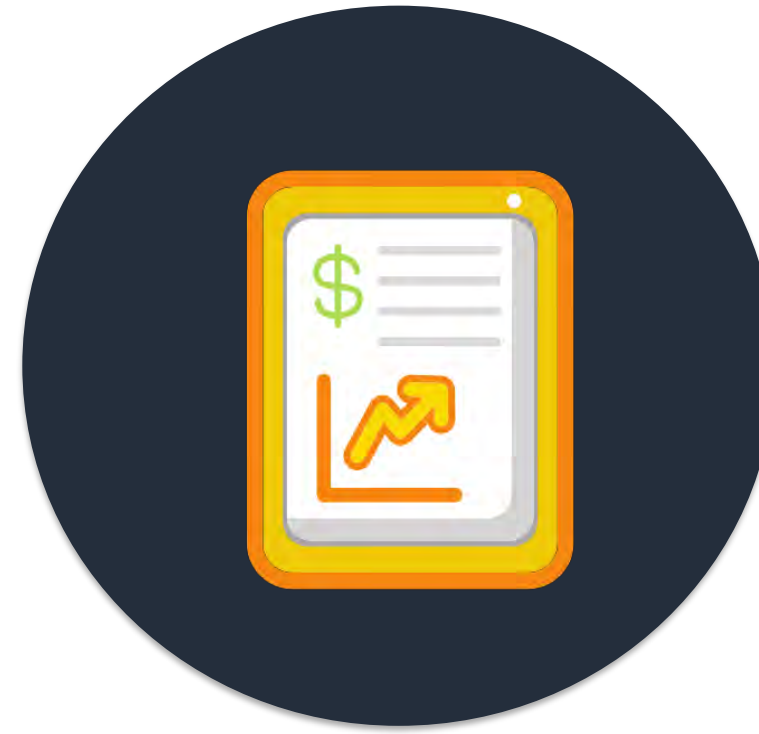
Finance

IT

Change Management

– make it more than a buzzword

WHAT IS CHANGE MANAGEMENT?
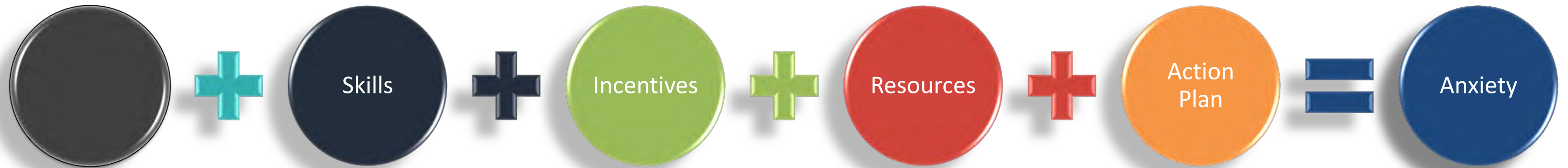
Vision **+** Skills **+** Incentives **+** Resources **+** Action Plan **=** Change

Source: Knoster, Villa, Thousand. From "Restructuring for caring and effective education: piecing the puzzle together"

WHAT IS CHANGE MANAGEMENT?

Source: Knoster, Villa, Thousand. From "Restructuring for caring and effective education: piecing the puzzle together"

WHAT IS CHANGE MANAGEMENT?

○ + Skills + Incentives + Resources + Action Plan = Anxiety

WHAT IS CHANGE MANAGEMENT?

Vision + [ ] + Incentives + Resources + Action Plan = Resistance

Source: Knoster, Villa, Thousand. From "Restructuring for caring and effective education: piecing the puzzle together"

WHAT IS CHANGE MANAGEMENT?

Vision + Skills + ⬤ + Resources + Action Plan = Frustration

Source: Knoster, Villa, Thousand. From "Restructuring for caring and effective education: piecing the puzzle together"

WHAT IS CHANGE MANAGEMENT?

Vision + Skills + Incentives + [ ] + Action Plan = False Starts
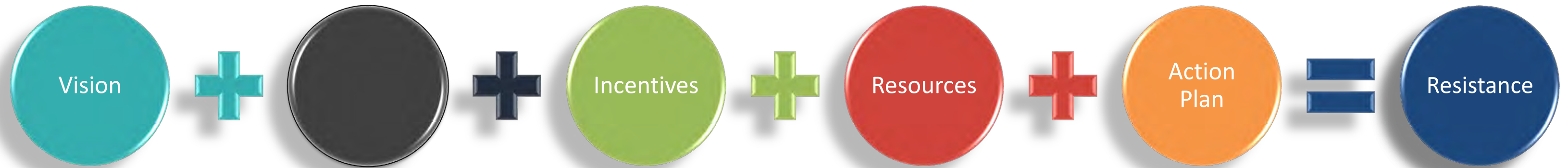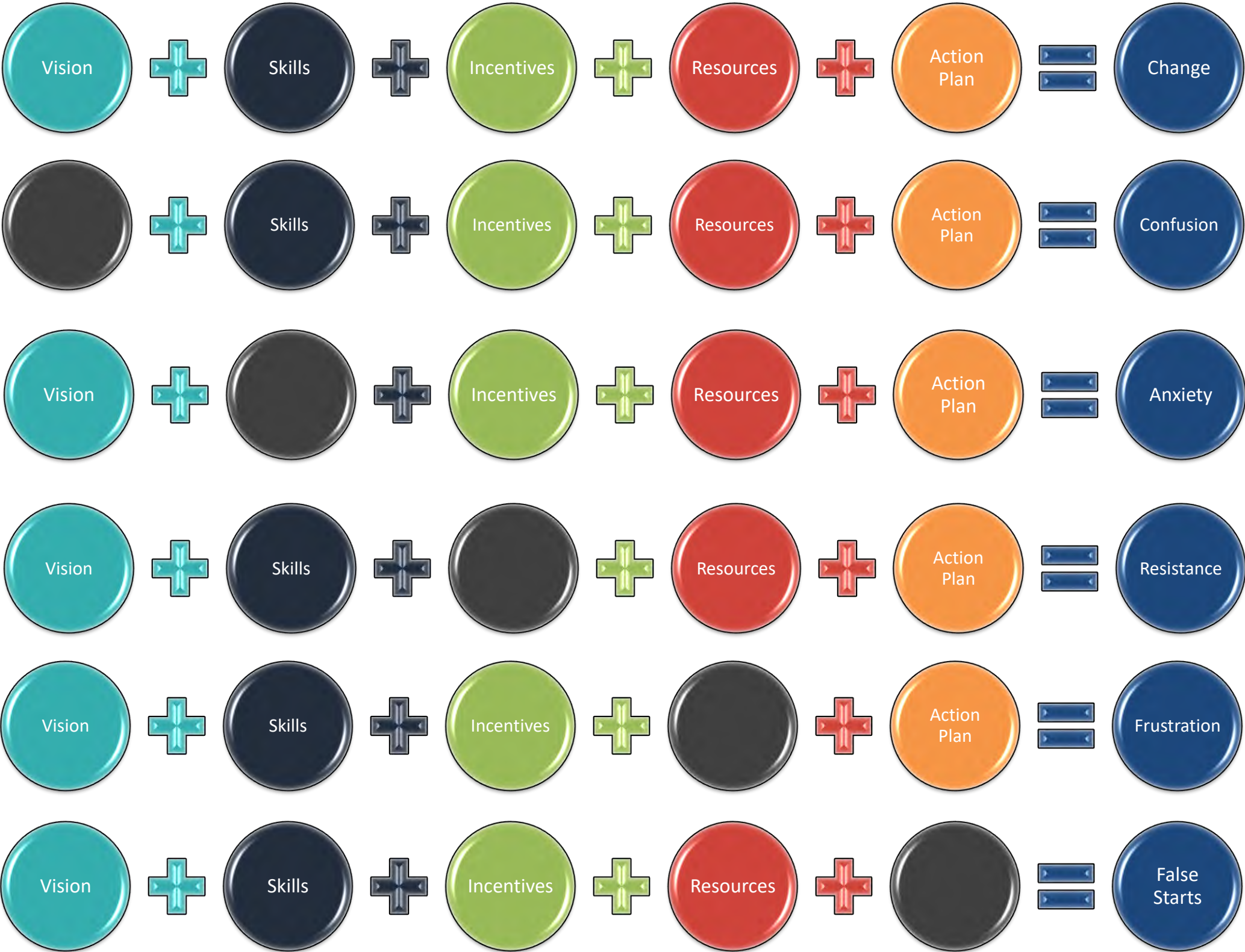
Source: Knoster, Villa, Thousand. From "Restructuring for caring and effective education: piecing the puzzle together"

WHAT IS CHANGE MANAGEMENT ?

Vision	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Change
	+	Skills	+	Incentives	+	Resources	+	Action Plan	=	Confusion
Vision	+		+	Incentives	+	Resources	+	Action Plan	=	Anxiety
Vision	+	Skills	+		+	Resources	+	Action Plan	=	Resistance
Vision	+	Skills	+	Incentives	+		+	Action Plan	=	Frustration
Vision	+	Skills	+	Incentives	+	Resources	+		=	False Starts

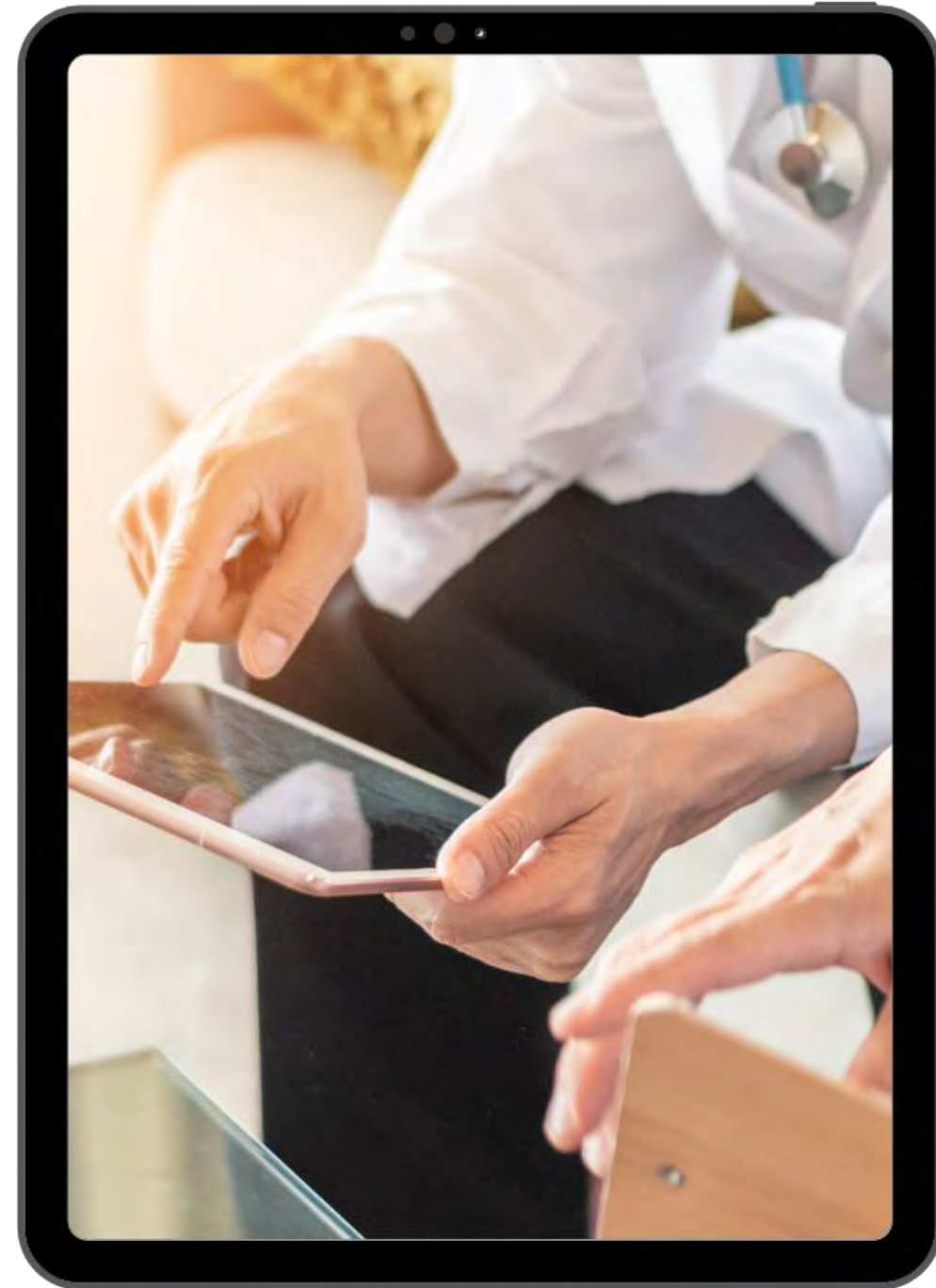Source: Knoster, Villa, Thousand. From "Restructuring for caring and effective education: piecing the puzzle together"
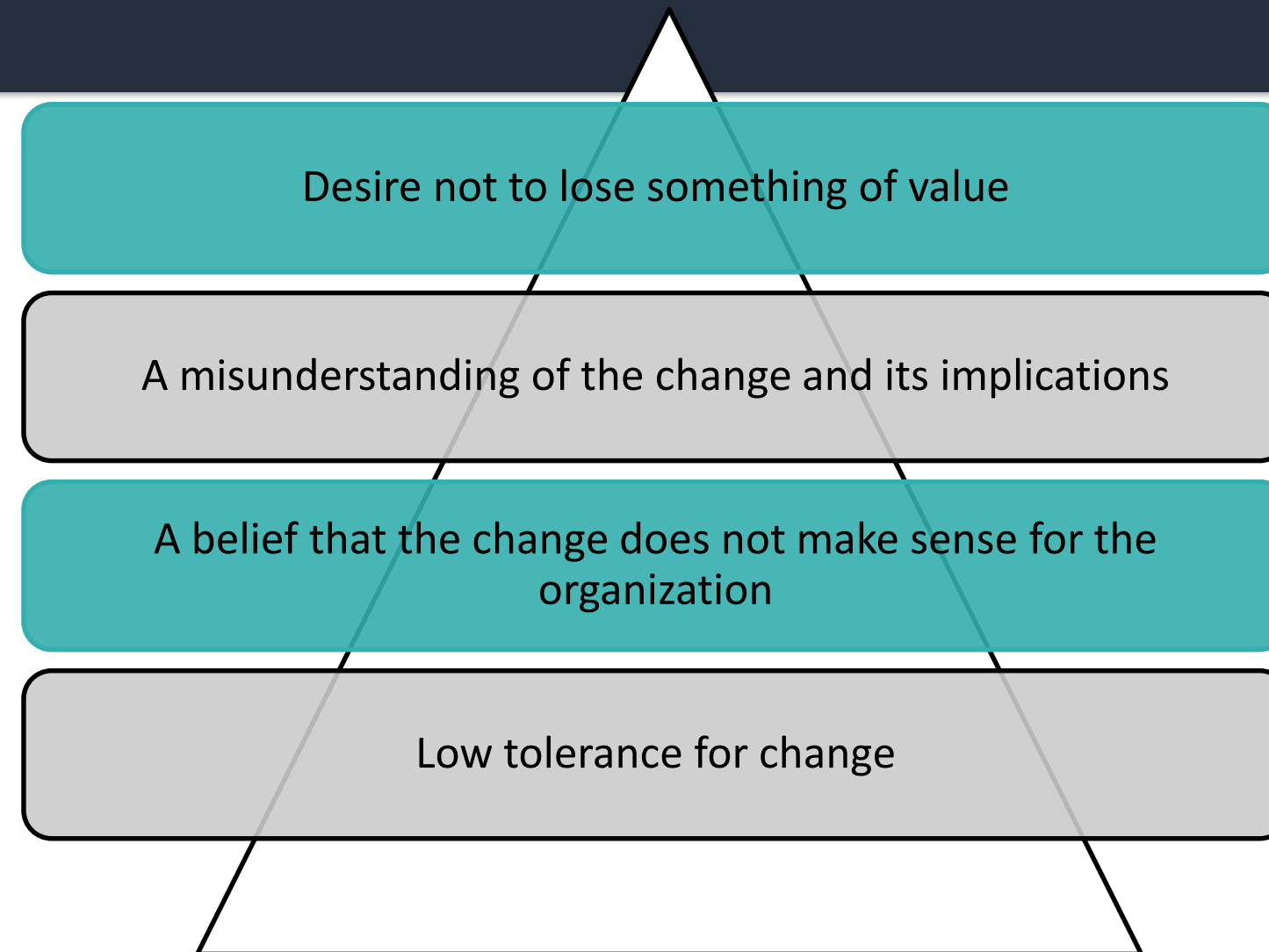
Diagnose Resistance

TYPES OF RESISTANCE

Desire not to lose something of value

A misunderstanding of the change and its implications
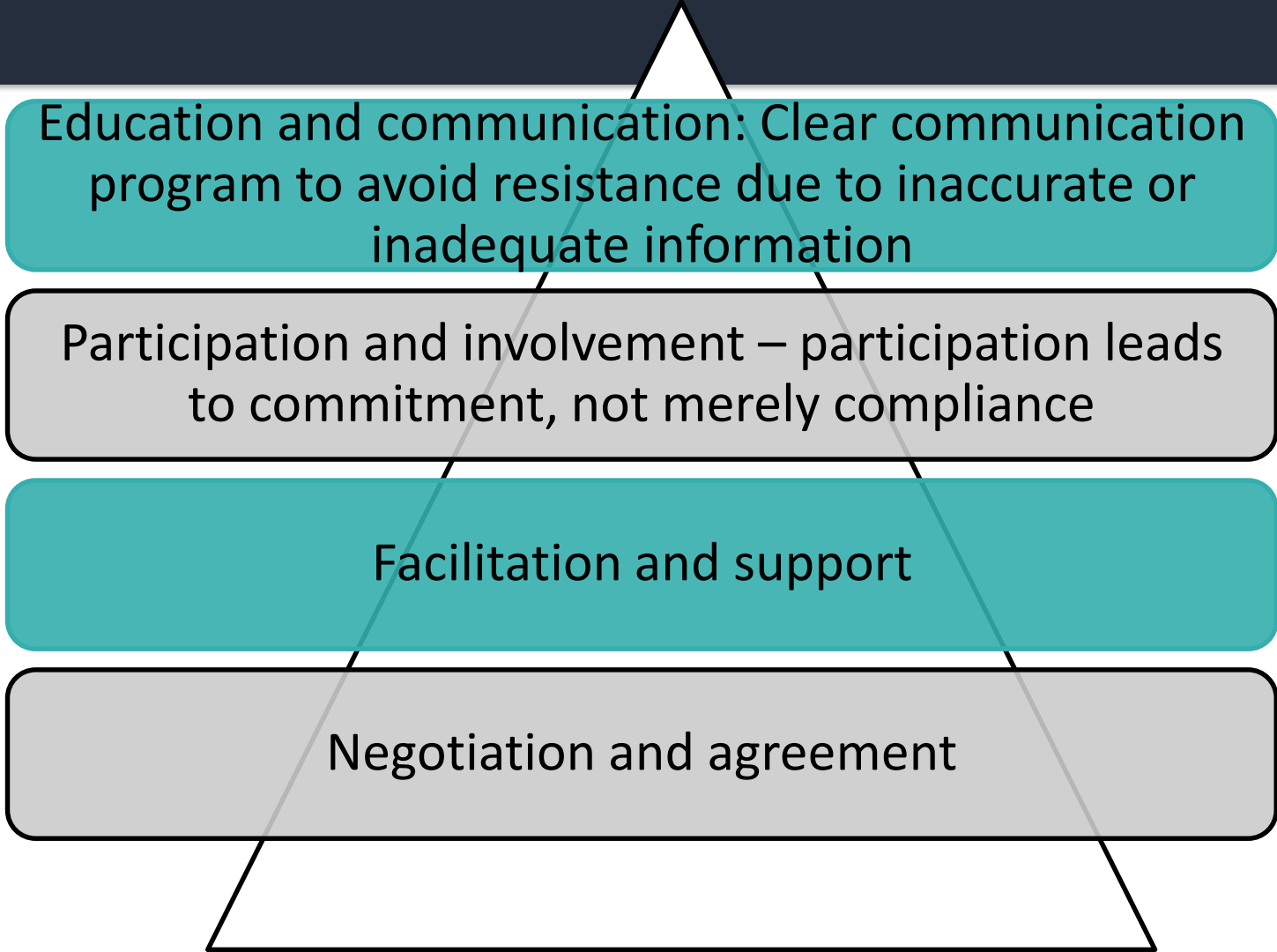
A belief that the change does not make sense for the organization

Low tolerance for change

DEALING WITH RESISTANCE

Education and communication: Clear communication program to avoid resistance due to inaccurate or inadequate information

Participation and involvement – participation leads to commitment, not merely compliance

Facilitation and support

Negotiation and agreement

Let's Recap

- Identifying long-term goals

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Upcoming BTR Webinars

Benefits Administration Market Scan
February 18, 2020 at 1 PM ET

Daily Pay Explained
Guest Speaker: Tim Clark, Proliant
May 12, 2020 at 1 PM ET

Building an HR Technology Strategy
July 14, 2020 at 1 PM ET

Fostering Change Management with Tech
Guest Speaker: Keri Higgins-Bigelow, LivingHR
September 9, 2020 at 1 PM ET

People Analytics & Talent Management
November 4, 2020 at 1 PM ET

STALK/CONNECT WITH US

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