MAXIMIZING THE EFFECTIVENESS OF YOUR HCM SOFTWARE

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Despite the growing influence of digital technologies, human resources continue to be a critical asset for businesses globally. As a result, the focus shifted to hiring and retaining, reskilling and enabling the workforce to adapt and work in a digital environment, leading to human capital management (HCM). However, HCM solutions emphasized more on data and processes and not as much on the human element. Enterprises realized the need to shift people to the center of their HR strategies and derive better business results as an outcome. Consequently, human experience management (HXM) replaced HCM as enterprises explored ways to enrich and elevate the employee experience in tune with business objectives and create a more positive working environment.

HXM's influence prevails over these mission-critical Recruit to Retire processes –

1. Plan, recruit, onboard and offboard employees and contingent workers

2. Talent management involves goal setting and performance reviews, learning, development opportunities and succession planning

3. Pay for performance involves monetary and non-monetary benefits

HXM solutions such as SAP SuccessFactors set the stage for an organization to become an intelligent enterprise, a must-have in an increasingly digital world. As the switch to HXM will take time, enterprises must consider extracting the most from existing HCM solutions.

Maximizing benefits from HCM solutions

In the past, HR functions swiftly implemented HCM software, hoping to improve the experience and optimize the employee lifecycle. The underpinning lever for an effective HCM solution is the availability of meaningful data that results in informed decision making and ultimately leads to enhanced performance across all HR processes and even the organization.

Enterprises banked on HCM suites to better control HR activities such as talent management, employee engagement, and recognition by boosting overall visibility and collaboration. Further, HCM systems integrated with other support functions like finance and procurement and led to greater organizational agility. Finally, HR teams expected HCM solutions to address issues that crop up because of an increasingly digitized work environment.

While enterprises opted for HCM solutions anticipating these results, implementing an HCM solution does not automatically imply that employee experience or business performance is improved. A couple of years into the solution deployment, organizations can realize that results are not commensurate with their expectations. Issues related to bad data, ineffective processes, insufficient reporting or inefficient use of best practices can thwart the best of HCM solution outcomes.

Imagine a common scenario where an organization undergoes a reorganization or a business expansion. At the operational level, the master data updates are likely not reflected in a timely fashion on the Positions and Employees Records. This delay results in inaccurate management reports and the inaccuracies misconstrued as bad data quality.

Determining the root cause of a problem to provide a sustainable and effective solution

In a recent consulting engagement, Infosys was asked to solve the bad data quality that prevented optimal usage of the Core HR solution. Our assessment showed that the issues were more deep-rooted and varied. We discovered that issues such as a lack of process and data governance, inadequate change management and underutilization of key features and functionalities in the HR solution prevented better usage of the HR solution.

During an M&A, too, debates can arise on which process to adopt – the acquirer's or the acquired 's or a hybrid of both.

How then can enterprises overcome these hurdles and extract the most from HCM solutions?

At this stage, we recommend assessing the HR systems and associated processes to gauge the effectiveness of the HCM solution.

Infosys' Maturity Assessment Services

Infosys' maturity assessment services offer a reliable and unbiased way to evaluate the current HR landscape, identify issues and recommend ways to tackle them, enabling a high-performing HR department.

The robust four-step methodology we adopt is tested and logical and comprises these phases –

Evaluate stage where we assess the current HCM landscape and identify issues

Solution stage where we develop recommendations based on Infosys' expertise and global best practices

Socialize stage where the Infosys team deliberates on the recommendations with the client team before finalizing them

Execute stage where the recommendations are implemented

Infosys' holistic approach involves speaking with key stakeholders, performing a structured review of existing assets and evaluating global best practices by harnessing available data. It includes understanding issues native to the HR function as well as those that arise from inter-departmental transactions, HR and finance, for example. Typically, stakeholders provide feedback on data, technology and governance and how it impacts their day-to-day operations.

Following the data collection phase, we review the enterprise's HCM landscape, including a comprehensive assessment of the top HR processes. This review feeds into thorough data analysis to check availability, usage, consistency, impact and quality. In a digital age, data holds the key to the effective performance of any application.

In addition, businesses today are interconnected and have a global footprint. In such a scenario, it's critical to imbibe the best practices from the best-in-class. At

Infosys, our connection with a large network of global companies allows us to benchmark HR and HCM solution practices across a set of industries.

Following the analysis, we are well placed to arrive at suitable recommendations for the enterprise. The recommendation can stretch across process improvements, reporting, enabling newer features, implementing governance structures or change management. These recommendations are aligned with the company context and the overall objective of augmenting the employee lifecycle.

Enterprises on the digital journey must periodically assess their HCM landscape to ensure that the employee experience moves in the right direction. Without engaged and happy employees, business performance is meaningless and often impossible.

About the Author

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Sandeep is a SuccessFactors Solution Architect with 18 years of experience in the HCM domain and has been involved in multiple SuccessFactors implementations and rollouts. He is passionate about customer success who believes that a successful implementation is orchestrated by an implementation partner with a knowledgeable team and a customer who

knows what they aspire to achieve. When not at work he is a sports fanatic, plays a few himself and loves discussing and dissecting the passages of play with friends and colleagues.

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