

HR & HR Software Research Brief COVID-19 Impacts

May 4, 2020

- Human Resources
- Human Resources Software
- Digital Transformation Efforts



IHRIM



Study done in partnership with **IHRIM** (International Human Resources Information Management Association) and **OHUG** (Oracle Human Resources Users Group)

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The impact of COVID-19 on HR & HR technology-related projects

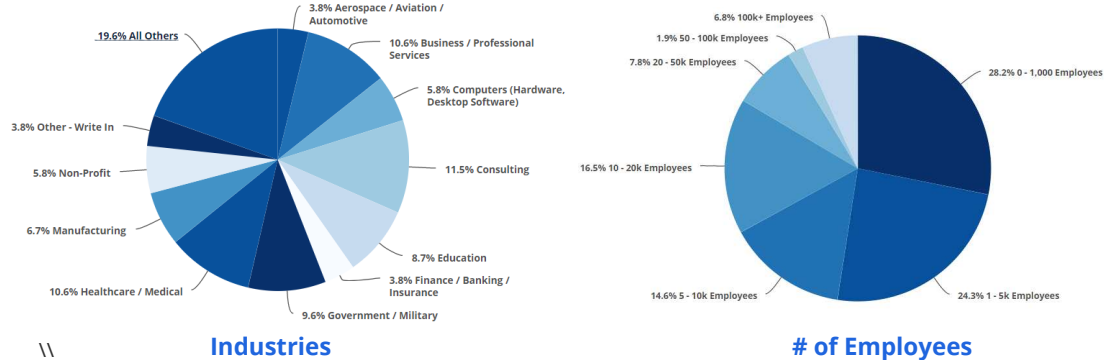
THE RAVEN INSIGHT

COVID-19 has had significant impact on Human Resources Software customers, vendors and consulting firms--not only on projects currently in flight, but future investments this year and next. We explore the nature of, degree, length of time of impact in this brief report.

■ **How was this study conducted?** Raven Intel surveyed 146 members of **IHRIM** and **OHUG**, two prominent professional Human Resources Users Groups, in April, 2020. Both groups are independent, HR information communities whose members represent a variety of job functions within the HR information and technology management area.

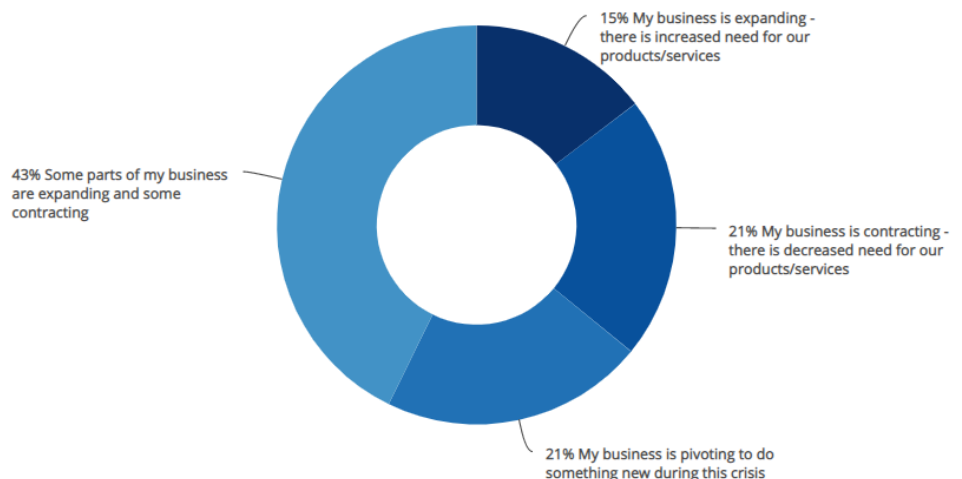
■ **Why this study matters?** While the current economic and health situation is rapidly changing, this data captures early impacts to both current and future software projects and investments.

■ What type of organizations were represented?



How has COVID-19 impacted your business overall?

- 51% say their business has had a **DRAMATIC** impact, 32% say a **MEDIUM** impact. Only 2% have said their business has not been impacted.
- Over half say the time of impact to the business will last 6 months or more



Timeframe of Business Impact

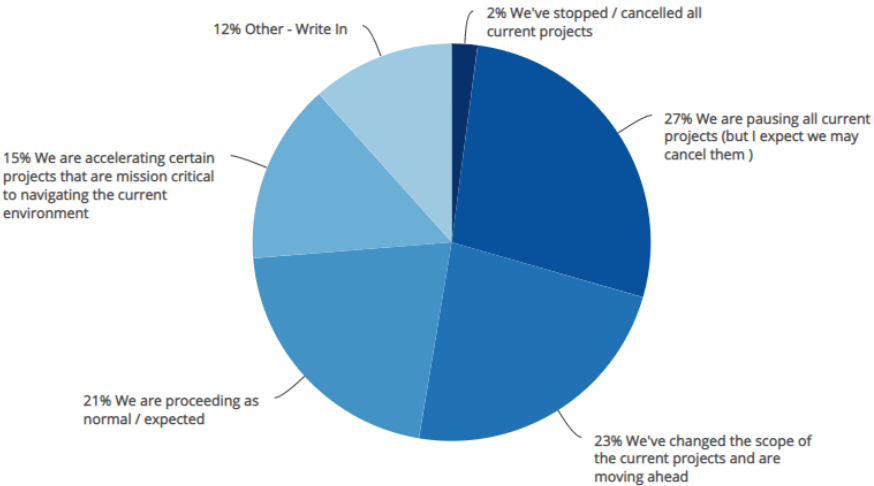




What impact on current software projects is COVID-19 having?

- 39% say their projects have had DRAMATIC impact, 37% MEDIUM impact. 24% have had LOW to NO impact.
- 38% say the impact on current projects will last 6 months or more
- 21% are proceeding as expected, 15% are accelerating changes. Over half are changing the scope or pausing projects.
- Over 63% say remote work has made HR project work more productive.

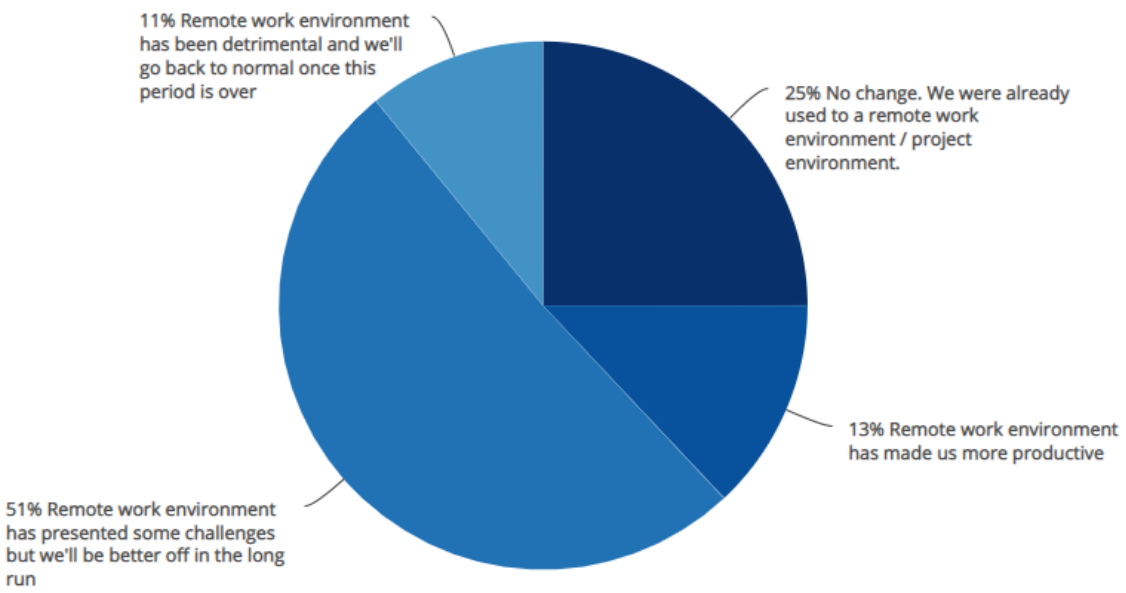
How has your project in flight changed?



Impact Time Predicted



How do you perceive the change in team location (remote) to have impacted your specific project(s)?





Customer Comments about current HR technology project initiatives

- Without the same amount of revenue, only essential projects are being considered.
- We all started telework on 3/17...the day after we went live with a Workday implementation! (We feel that this is rather remarkable - even the folks at Workday commended us!)
- We moved out a go-live date for our payroll/HR implementation.
- We were at the end of an ERP RFP...at the decision point. Needless to say, as a healthcare organization, all priorities changed and we have paused the decision/implementation. Instead, we are creating tools and processes to support our front-line staff in the hospitals/physician practices. Expenses are increasing for supplies and personnel expenses. It's doubtful the organization will have the stomach, any time soon, to fork out cash for an ERP implementation - and rightly so.
- COVID requirements are diverting resources from 2020 initiatives resulting in recalibration of timelines
- We've paused projects that incur external costs and are focusing on projects that cost nothing and can be worked by employees that are have free time due to working from home.
- Adding new technology alternatives for onboarding and orientation
- We are: 1) Expansion of modules within the current HCM. 2) Transition of employees from one HCM to another. 3) Securities review in current platform.
- We finished a system implementation on October and went live. Our phase 2 options are on hold
- HR was involved in helping the workforce transition from office to remote, which diverted some resources temporarily. Otherwise, current project have continued as normal.
- A prioritization review moving break/fix bottom line impact projects in front of continuous and optimization projects.
- The manner in which projects will be completed has changed, but there has been no impact to target dates that were established prior to COVID-19.
- Projects using internal resources are proceeding, purchase of new tech is paused
- We're introducing a more simply Performance Management Process
- We determined which HR projects / decisions are essential vs. non-essential. Most have been placed on hold with the exception of Recruitment related initiatives.
- Social distancing prevents us from doing new hire fingerprints and other in-person activities.
- Project resources have been reallocated to allow us to focus on current COVID-19 impact
- So far we have not altered the (CLOUD HCM) implementation schedule (yet, as far as I know), but I've heard other smaller projects have been paused.

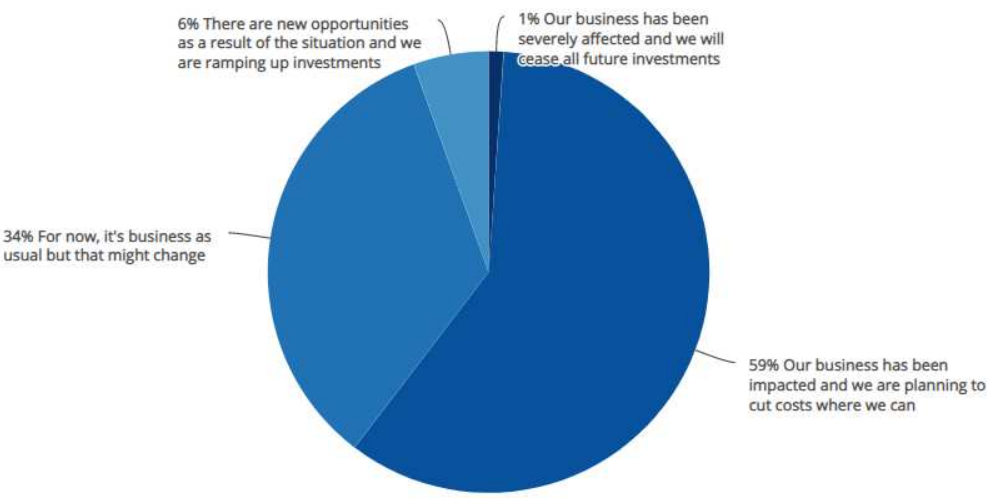




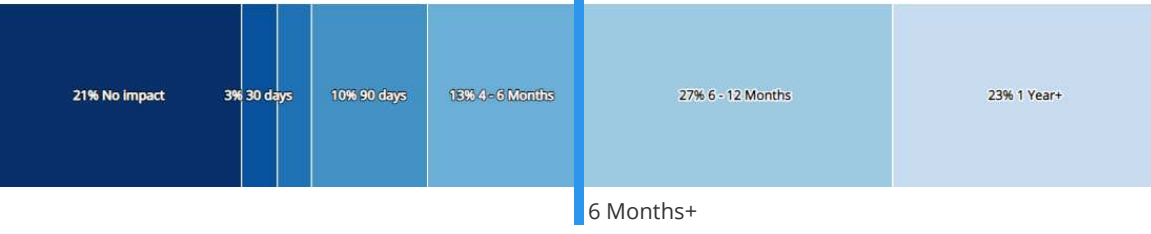
What impact on future software projects and investments is COVID-19 having?

- 23% say future investments will have DRAMATIC impact, 34% MEDIUM impact and 43% slight to no impact.
- Half say the impact on future investments will last 6 months or more
- 59% are expecting to cut costs and 6% expect to ramp up investments

How will your future HR investments be impacted?

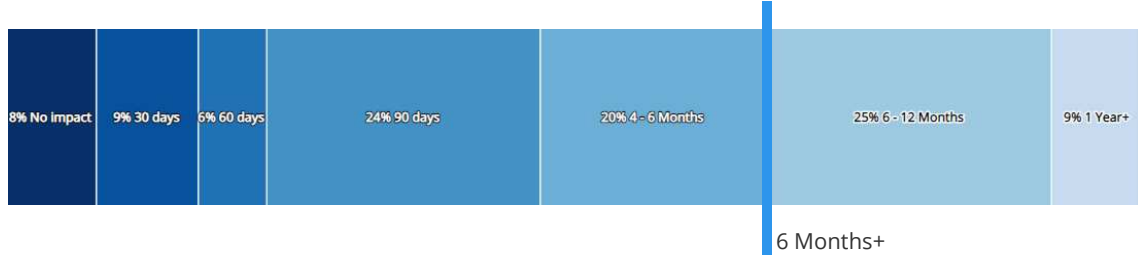
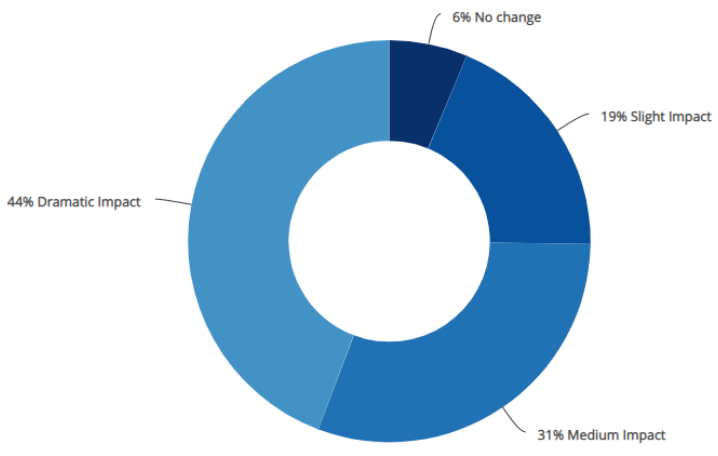


Impact Time Predicted



What impact on future hiring COVID-19 having?

- 44% that the impact to current employees and hiring will be DRAMATIC, 31% MEDIUM impact, 25% slight or no impact
- 34% predict that this impact will last longer than 6 months.





Customer Comments: Peer Wisdom on COVID-19 Impacts / HR Projects



- Do not call this the "New Normal!" This is NOT normal...we will get back to normal--we all just need to stay strong and get through this.
- While some segments were previously skeptical of our ability to effectively telework, I think this proves that it certainly can be done and hopefully they will be less reluctant to allow their employees the flexibility to telework on a regular basis.
- Don't allow IT to drive an HCM project. Have a good Project Manager and Program Manager in place to drive the project and get everyone to work together, not in silos.
- Thoroughly research the system integrators and the resources that they recommend to support your project. Ensure knowledge sharing takes place to develop your internal resources.
- Regular communication and weekly webcasts provided by leadership and HR over the past month have been very well received by our employees as they adjust to this big change.
- With implementation, better to take a breath to get it right than to rush to a conclusion and have to do it again.
- You need to have HR and Payroll business areas engaged in strategy decisions and projects, involved in setting priorities based on business value
- Quick decision-making and communication around those decisions is key. Our industry has been one of the hardest hit. Employees & customers want to know what is going on. Having the answers is invaluable. The answers may not always be positive but knowing what is happening and how it affects them enables them to make decisions for their personal situation. This is not to say decisions cannot change and the business cannot pivot as new information becomes available.
- Start a Digital Workplace Project soon: it will allow to have single point of access with several self-service services for Communication, Learning, Talent and Documentation Processes to your HR Key Users and to all your Employees.
- Executive Leadership and clear, caring communication is paramount in a crisis such as this.
- Learn all you can about CARES and FFCRA. These regulations will have long term effects on processes and people.





Customer Comments: Peer Wisdom on COVID-19 Impacts / HR Projects



- I know our hiring is frozen. I know our Cloud Fusion implementation is continuing for now nothing has changed, testing and go-live dates have not changed. One INTERESTING thing I heard is that internally, our CIO mentioned that being fully remote he is seeing some areas being MORE productive. Tasks that took months now are taking only a few weeks or days. He is trying to figure out how to capture that back into the workplace if & when we all return to "normal".
- Don't panic. Put projects on hold, get control of your expenses, and provide regular communications about the state of your business. Make sure you have a plan on what you will do when things can reopen.
- Ensure you review the project and prioritize the implementation. Review what is really important organization and re-plan. Ensure you identify key project resources. Ensure Project Governance is adapted to remote working. Have less meetings and focus on teamwork and wellbeing.
- Be prepared to pivot and perform in roles that are not necessarily tied to your traditional background/objectives. Make yourselves relevant to the critical business objectives of your organization, not your area of comfort/expertise.
- When hiring a consultant, make sure you have adequate bandwidth to monitor them and their work.
- Cost will be a higher concern, because of the huge losses we have suffered because of COVID.



Raven Intel is an independent peer review site that helps Enterprise Software customers find, hire and review the best consulting partner for their implementation. We provide business leaders with valuable transparency into the software implementation process and raise the visibility of consulting partners who are doing the most to help their customers achieve the maximum benefit from their software purchase. Our site, www.ravenintel.com, provides free access to hundreds of vetted customer reviews about Enterprise Cloud Software projects, as well as to the profiles and ratings of over 100 consulting firms—from the Big 5 to boutique organizations.

Our data.

Over the past year Raven Intel has collected and vetted over 500 Enterprise Software reviews from customers, primarily in the Human Capital Management software area. Oracle HCM Cloud, SAP SuccessFactors, Workday, Ultimate Software, Cornerstone and ServiceNow customers represent a primary demographic. Customer reviews are the lifeblood of our business and their legitimacy and accuracy is the foundation of our business.

What type of projects do customers review on Raven Intel.com?

Customers can review an Enterprise Cloud software project which was completed within the past 18 months. This includes new software installations (Phase 1), new module additions (Phase 2), or optimization / maintenance services (Phase 3). Approximately 88% of Enterprise software projects that are reviewed on RavenIntel.com are led by 3rd party consulting firms (aka Systems Integrators), although in some cases are led by the software vendors themselves.

Measurements.

In every review, we ask a series of qualitative and quantitative questions to measure the success of the project as well as gauge overall satisfaction with the software vendor and consulting partner. Because every project is different, and the specifics metrics of success vary, we are focused on the KPIs (Key Performance Indicators) that are universal.

How long does a review take to complete?

The average time for completion is roughly 7 minutes. Our review form can be found at www.ravenintel.com/review.

How does Raven Intel vet the reviews? Is the information ever changed?

100% of our reviews are verified. We know the identity of every one of our reviewers (work email & LinkedIn), their company and have validated their company uses the software they have reviewed. We disqualify approximately 20% of the reviews submitted when we are unable to verify full credentials. At no time can a partner, software company or other party pay for favorable data, for Raven Intel to delete negative reviews or for favorable reporting.

What is Raven Intel's commercial model?

Raven Intel is free to customers, as well as for consulting firms to be listed & reviewed on our site.

For consulting firms, we offer a paid subscription service that allows them to purchase advertising space (similar to Glassdoor or Yelp!) for brand recognition, as well as provide them with in-depth analytics about their service delivery metrics and peer comparison scores.

We work with *software vendors* to provide independent, aggregate reporting of their customer sentiment data to inform them about how their partners and projects are performing, and how they compare to their peers in the industry. At no time is customer review data altered to enhance a software vendor or consulting firm's rating favorably.

Vetted Customer Reviews



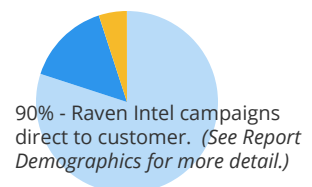
All Major Geographies



All Industries



Source of Customer Reviews



"Raven Intel was created to help customers make an informed decision about their Enterprise Software Implementation partner.

As someone who has been in the HR Technology space for 20+ years, I saw a need to help raise awareness and transparency into project work. While analysis on cloud software features and functions is voluminous, the analysis of the actual project work to get those systems implemented was non-existent...until now.

Raven Intel is fulfilling that need, while making the selection process easy & more fun."

- Bonnie Tinder
Founder & CEO
Raven Intel