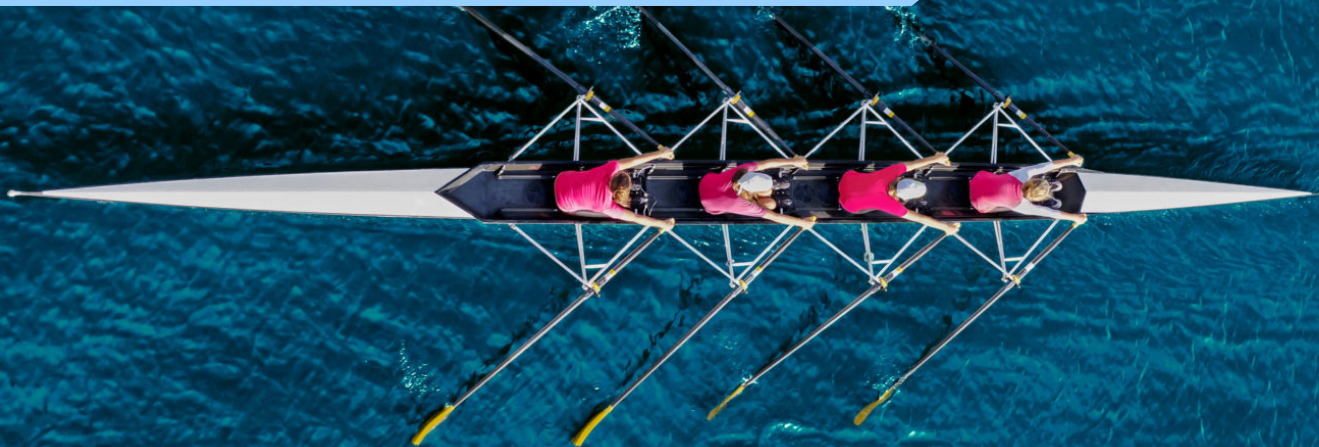




IHRIM



IHRIM HR SOFTWARE PROJECT STUDY



October, 2019

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Introduction

In September, 2019, IHRIM conducted a study of their members and prospective members about the success of HR software projects completed within the past 24 months. The purpose of this study was to uncover trends and provide “lessons learned” to the broader group. There were over 230 responses collected that represent a wide variety of software and project types. Respondants were asked a series of qualitative and quantitative questions which you will find aggregated in this report.

About IHRIM

Since 1980, the International Association for Human Resource Information Management (IHRIM) has been the leading membership association for HR information management professionals and offers you a unique community that blends education, collaboration and professional certification. IHRIM is committed to advancing the profession by:

- Providing unparalleled education and professional development opportunities
- Offering a certification program – the Human Resource Information Professional (HRIP) – that allows experienced professionals working with HR information systems to be recognized for their knowledge and experience.
- Facilitating an HR information management community for the sharing of best practices, professional collaboration and networking in person and virtually
- Supporting the Human Resource Information Management (HRIM) Foundation, a nonprofit organization that promotes scholarships, research and education to drive innovation, and the use of technology and information management in the HR profession.

About Raven Intel

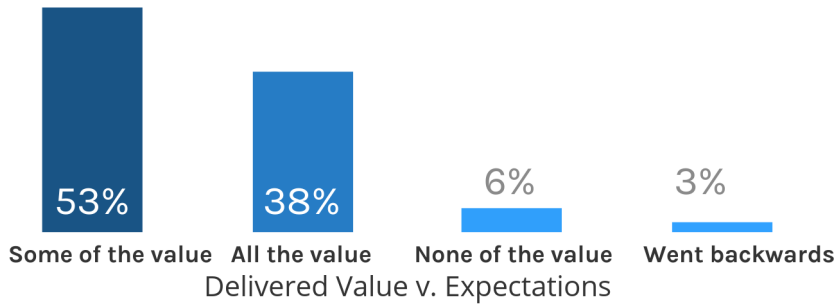
IHRIM partnered with Raven Intel, the industry leader in independent peer review and service delivery metrics for Enterprise Software services. Raven Intel conducted this review for IHRIM and helped to assess and report on the findings.

Raven Intel is an online community that provides business leaders with valuable transparency into not just the implementation process but also the partners who are doing the most to help their customers. Their mission is to make the implementation experience a positive one for customers by helping them independently choose the best partner to help them on their journey.

www.ravenintel.com

IHRIM and Raven Intel partnered on an HR Software project study, conducted in September, 2019 which yielded 230 survey responses from HR professionals. The projects reviewed included a cross sample of HCM (HR Core), Talent Management (Learning, Performance, Compensation & Goals), Recruiting & Onboarding and Payroll projects implemented within the past 24 months.

Did the project deliver business value?

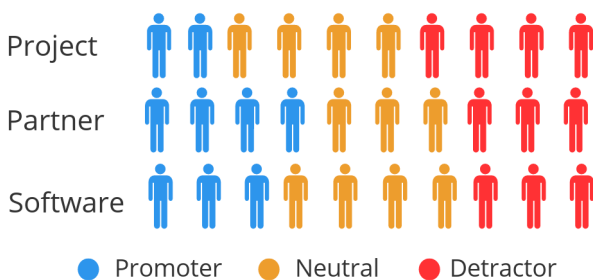


Reported no cost savings

Cost savings was not the primary benefit to implementing new software. 47% reported no cost savings, and 41% reported savings of less than \$100k. 9% said they saved between \$100-200k and 3% reported savings between \$250-500k.

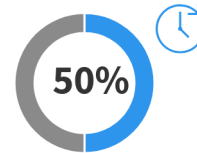


Overall Satisfaction: Net Promoter

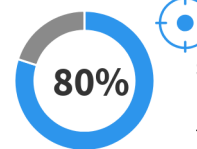


Overall Scores

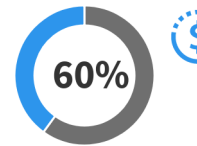
ON-TIME ON-BUDGET



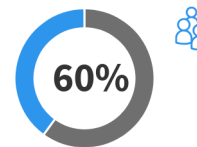
On-time delivery. Surveys reported that about 43% of projects were right on schedule and 6% ahead of schedule. Over 50% of projects took more time than expected with 8% being 4x the expected time.



Scoping Accuracy. More than 80% of all projects have some issues with the scoping of the project--whether it was changes on the customer side, or a result of critical issues being missed by the vendor or partner.



On-budget delivery. Half of the projects rated were exactly what the company had budgeted and 10% of projects came in under budget. 40% came in over budget with close to 20% being 1.25x the cost initially anticipated.



Team Consistency. During their implementation process, 40% of customers reported that their implementation team did not change at all. 60% of customers had some change to their team during their implementation process.

"Ensure project sponsors are included from the beginning or you run the risk of them requesting changes later."

"Know your requirements up front before the project starts and don't deviate unless absolutely necessary."

"Lessons Learned" from customers...

"Be very specific on needs at the sales stage and understand what is included and what is extra charge."

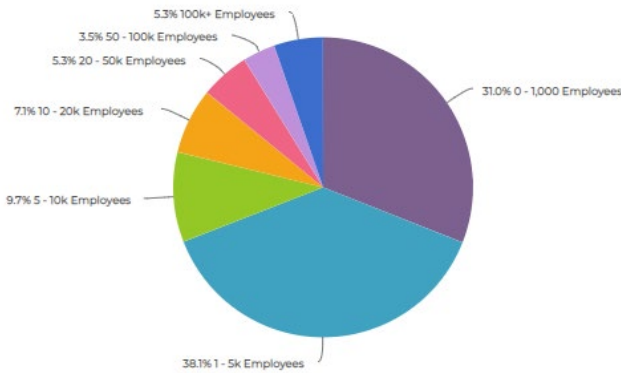
"Commitment and leadership from the business resources are fundamental to successfully implementing a solution that meets business needs rather than allowing the chosen software to dictate the solution/outcome."

"Hire someone with past experience. On-the-job training is not the appropriate training ground, for a Lead Implementer (brand-new)!"

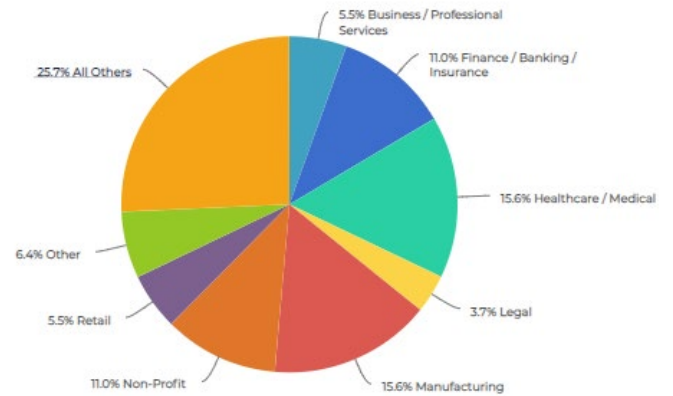
Demographics

Reviews were completed by HR customers in a broad variety of industries and sizes, with a median employee count of 4,500.

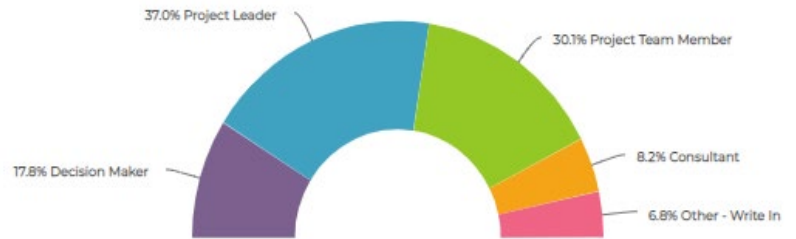
Firm Size



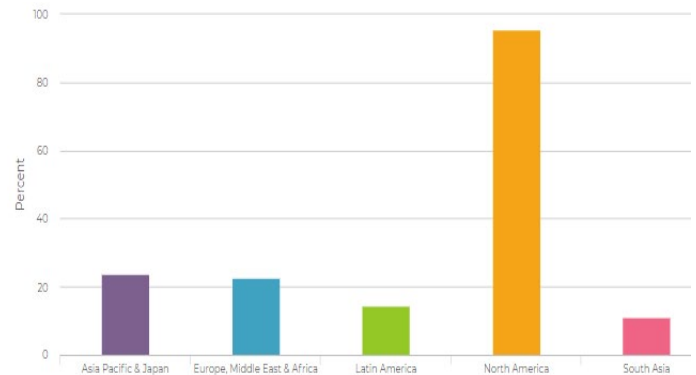
Industry



Project Roles. Over 60% of reviews were completed by a project leader or a project team member with very specialized knowledge of the project. 18% were completed by a Decision Maker. In general, decision makers tend to rate their projects higher than project leaders and members.



Geography. North America represents more than 95% of the completed reviews. Many projects had multiple geographies including close to 30% in Asia as well as Europe and 15% had locations in Latin America and South Asia.



LESSONS LEARNED

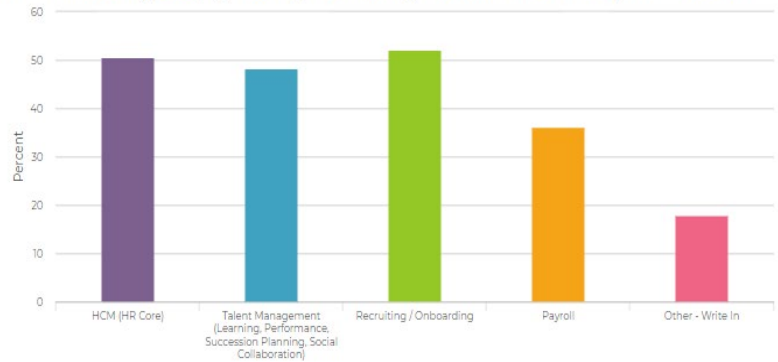
“Have a dedicated project team and ensure a resource-based project plan. Hold SIs to the same dedicated Personnel and ensure solid knowledge transfer & change management.”
 - Workday Customer, Manufacturing

Project & Software Types

Project Types. Projects reviewed were a good cross-sample of HCM (HR Core), Talent, Recruiting and Payroll projects.

Most projects had more than two modules (e.g. HCM, Talent and Payroll) in scope.

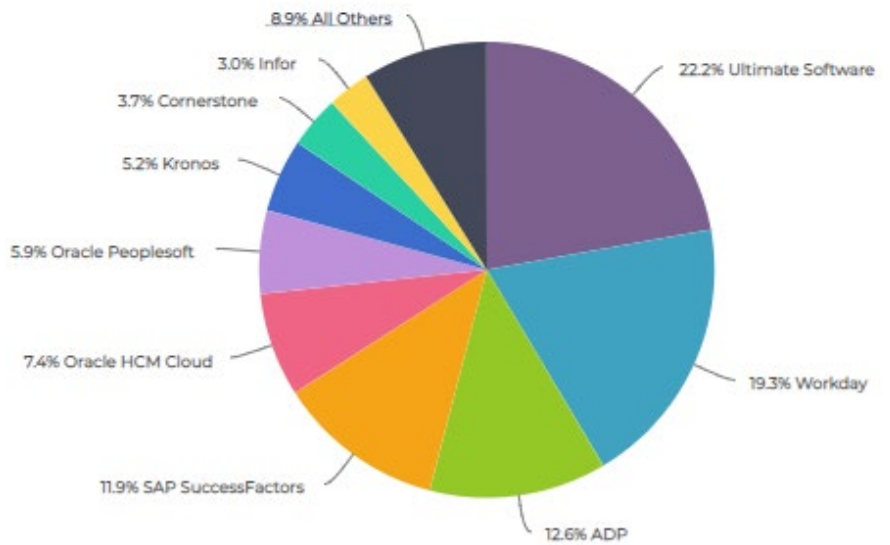
Please select the type of project or implementation you have worked on in the past 24 months.



LESSONS LEARNED:

“Have the Vendors demonstrate what they promise they can deliver.”

- Ultimate Software Customer, Law Firm



Respondents represented a large cross sample of software.

LESSONS LEARNED:

“You need to know the design of your program prior to implementing.”

- SAP SuccessFactors Customer, Pharmaceutical Industry

LESSONS LEARNED:

“Don’t hesitate to complain early to a higher power, they will listen and make it right, as the software itself is very powerful.”

-Ultimate Software Customer, Wholesale

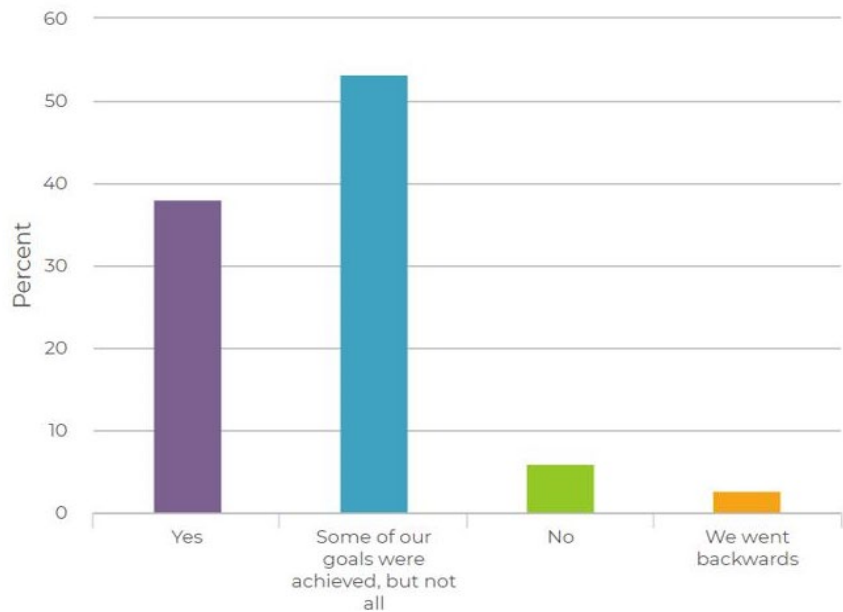
Business Value Realized

Business Value: Did you get the business value you thought you would achieve from this project?

Raven found that 38% of project objectives were met. Most reported that not all of their goals were achieved and some even reported that their business went backwards after their implementation was completed.

LESSONS LEARNED:

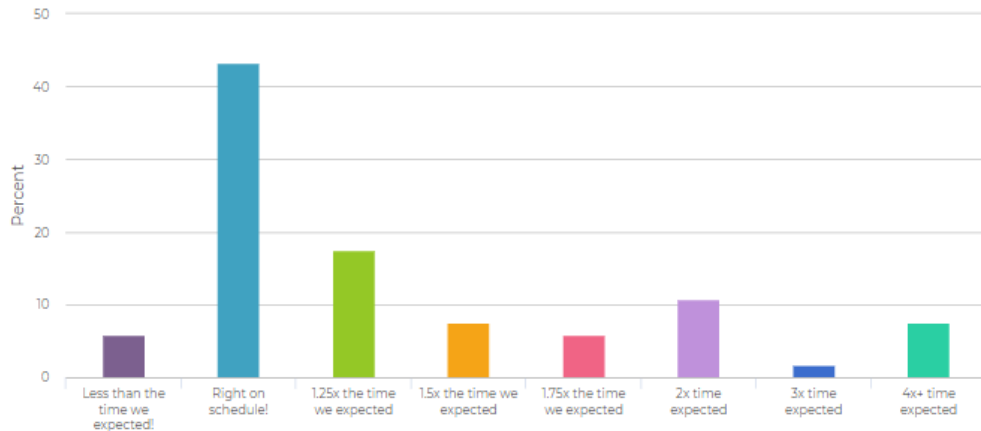
“Hire someone with a strong past experience.”
 -SAP SuccessFactors Customer, Computer Hardware



On-time delivery. Surveys reported that about 43% of projects were right on schedule and 6% actually ahead of schedule.

Over 50% of projects took more time than expected with 8% being 4x the expected time.

Please rank the SPEED of the implementation vs. your expectations



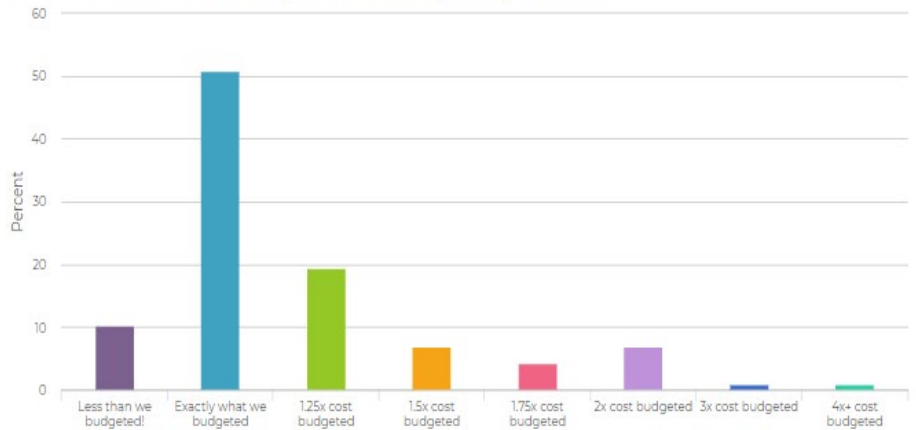
On-Budget Delivery

On-budget delivery.

Half of the projects rated were exactly what the company budgeted.

10% of projects came in underbudget leaving about 40% of projects over budget.

Please rank the COST of the implementation vs. your expectations



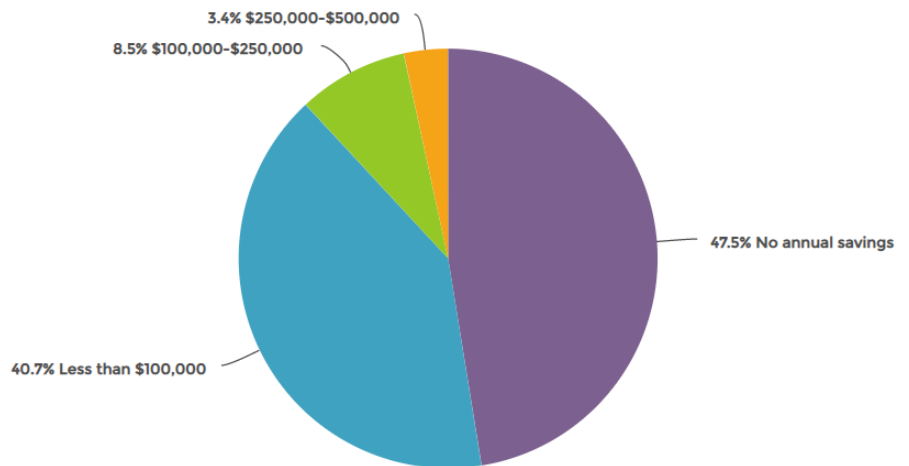
Cost Savings.

47% of customers reported no annual savings from the implementation of a new software.

41% reported savings of less than \$100k.

9% saved between \$100-200k while 3% reported savings between \$250-500k.

Did this project end up saving your company money? If so, how much (annually)?



LESSONS LEARNED:

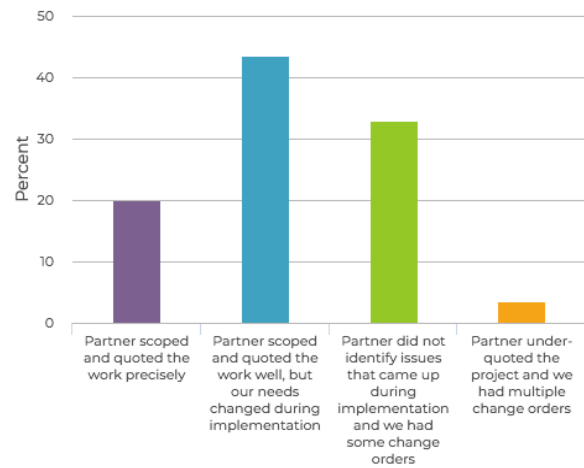
“Never rush an implementation as you pay the cost after go-live and end up spending more resources to fix errors.”
Workday Customer, Healthcare

Project Scoping Team Consistency

Project Scoping.

Many firms, about 43%, reported that their project partner scoped and quoted the project accurately but their needs changed during the implementation process. A problem that many customers faced was that their project partner did not identify issues that came up during the implementation process and changes had to be made. About 20% of firms stated that their project partner scoped and quoted the work accurately.

How well did your software vendor or implementation partner scope the work and understand your needs during the pre-sales process?



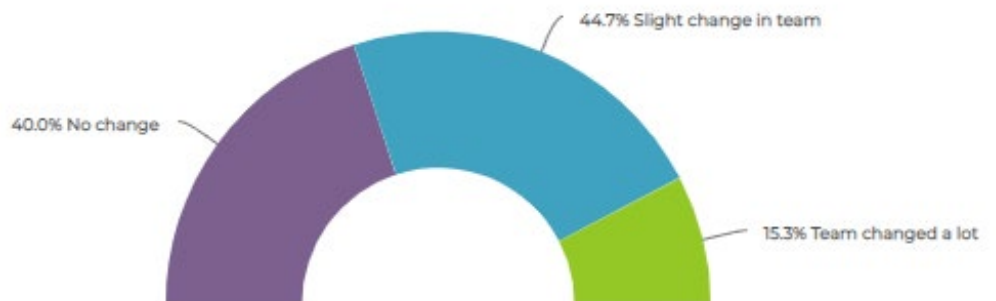
Team Consistency. During their implementation process, 40% of customers reported that their implementation team did not change at all.

60% of customers had some amount of change to their team during their implementation process.

LESSONS LEARNED:

“Challenge your partner’s recommendations more.”

-SAP SuccessFactors Customer, Manufacturing



LESSONS LEARNED:

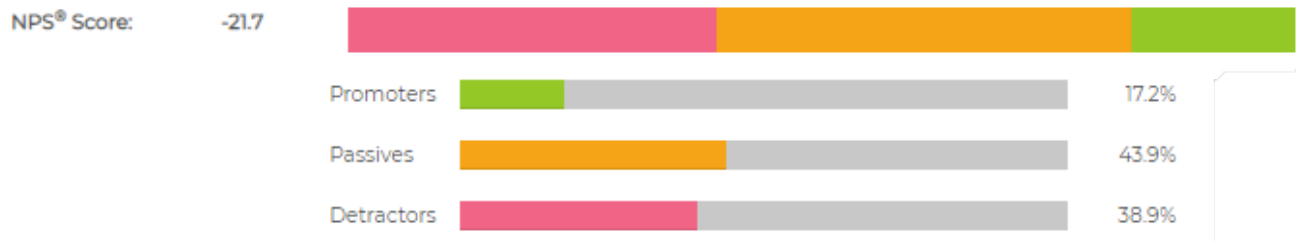
“Our partner was knowledgeable and the project ran pretty smoothly. Managing any project-related integrations seems to be the hardest part. You need a certain part of the data to be ready so there is always a lag, and then you're pressed for time to get them complete. Having strong, detailed requirements and a strong project manager is a must.”

-Workday Customer, Healthcare

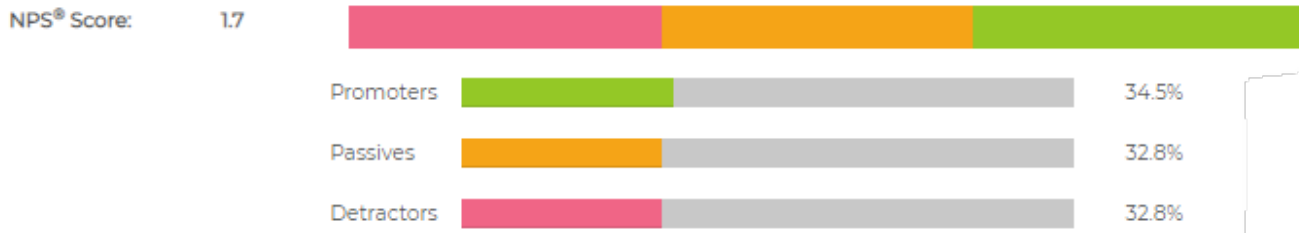
Overall Satisfaction

Overall Satisfaction. Software vendor and partner experience ratings were equally divided between promoters, passives, and detractors. The projects rated highest were those that were scoped properly and that had the greatest team consistency (fewest personnel changes) throughout.

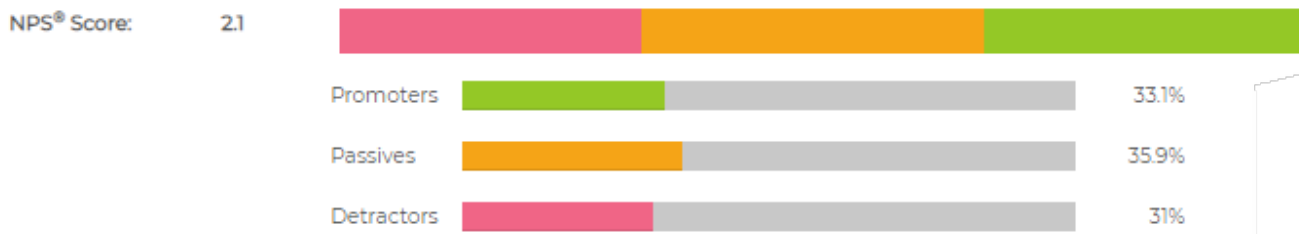
Please rate your overall project satisfaction.



How likely would you be to recommend your chosen PARTNER? (This is the consulting organization who helped you implement)



How likely would you be to recommend your chosen SOFTWARE VENDOR?



LESSONS LEARNED:

“The implementation partner was stretched very thin with other implementation projects which caused our integrations to be a couple months behind the timeframe we expected.”

Workday Customer, Manufacturing

Project which had an IHRIM-certified resource fared better than those without.

+27

- NPS (Net Promoter Score) for the overall project was +27 points higher

24%

- 24% more likely to have gotten the full business value expected from the project (versus only partial or no results)

27%

- 27% more likely to have an on-time delivery of the project

52%

- The majority (52%) of respondents would be more likely to hire a 3rd party consulting firm or software vendor who had IHRIM-certified resources assigned to the project.



I would be more likely to hire a firm with IHRIM-certified resources.

● Yes ● No

Lessons Learned

<i>ADP</i>	<p>We felt that the vendor struggled to provide innovative solutions at times when the standard configuration did not fit internal needs. One of the biggest challenges, which is still present today, was when we were transitioned from their implementation team to their standard service team. Our service team's knowledge and systems expertise are nowhere close to the level we were used to with our implementation team, which has impacted system maintenance post go-live. We are finding that after the initial implementation and go-live, several areas are not meeting expectations and post-implementation projects have not been executed to the same caliber.</p>
	<p>Ask a lot of questions during the demo and have all the right team members in the demo.</p>
	<p>Change requests are usually needed for fixed-price arrangements. Make sure you know your requirements before you sign the contract.</p>
	<p>Prioritize and be as specific as possible regarding your needs. You must have a vendor. Use a checklist of your needs as you're assessing your vendors and document responses. Clarify all costs and payment due-date up front. Lock in a rate for multiple years.</p>
	<p>Build-in plenty of time to test payroll before the go-live (at least months); do not implement a new payroll platform at the beginning or end of the year.</p>
	<p>Make sure you get a consultant on your side (the client) to help with implementation. Employees are too busy between regular jobs and having to learn a new system.</p>
	<p>Make sure the vendor gives you their A-team to assist with the implementation. We unfortunately relied on the vendor consultant to advise us on initial setup and were misinformed. We only found out when we needed to optimize and add enhancements to the system.</p>
	<p>We were implementing onboarding and found out they had not updated us to the latest version after working with it for a while. The compensation module implementation was a bust.</p>
	<p>ADP's implementation team was knowledgeable. However, we struggled with the service team. The service rep only coordinates with functional teams and is not able to resolve the first level issues. We also struggled a lot with ADP's reports team.</p>
	<p>Do your best to identify everything up front. Don't disengage; have weekly meetings.</p>
<i>Cornerstone</i>	<p>Because there are so many different ways of configuring Cornerstone, I would have extended the go live for another 4 to 6 weeks to give us time to set up the curriculum.</p>
	<p>Be involved in every step of gathering requirements so that clear expectations are outlined and achieved.</p>
	<p>We had some roadblocks with the consulting vendor skills and quality of work. It is important to clearly state your expectations upfront.</p>
	<p>The software we implemented was ok, but it was sometimes hard to implement with Oracle Fusion, which is the CORE HRMS. You will need a developer to create the interface files.</p>
<i>Kronos</i>	<p>Have a firm idea of how many file integrations you will need and either negotiate the number up front or add the additional dollars into the budget.</p>
<i>Oracle HCM</i>	<p>We will go live in Oracle HCM Cloud, a less than mature product, with much less functionality than we have currently. We will have many more manual workarounds than we do in PeopleSoft, which is a mature product, with experienced users and consultants.</p>
<i>Cloud</i>	<p>There are a few areas that presented us with challenges that at the start of the project we were assured would not be a problem from both the vendor (Oracle) and the implementation consultant (ArcLight). We needed a more detail customization for security roles. There were a lot of functionality problems and outdated templates between Oracle's old and new systems for learning and reporting. We found communication with Oracle to be frustrating. Even though they provide a response quickly, it's not that great. They often have cryptic answers or provide you with lots of</p>

Lessons Learned

	documents to read to find an answer. Likewise, the on-going support with Arclight (implementation partner) is VERY EXPENSIVE, and they bill by the quarter hour.
Oracle HCM Cloud	As much as we stressed Change Management and Training, {the company} did not want to invest money so we had quite a few problems. Oracle HCM Cloud Reporting is horrible. It borders on not being globally compliant and caused customization. Example Emergency Contacts falls under contacts which might be used for beneficiary or dependents. Emergency Contacts asked for SSN and DOB which we had to turn off and add to our customization list. As much as Oracle states they are compliant globally, our internal legal guidance that felt otherwise.
Oracle Peoplesoft	Take more time to understand critical requirements from top to bottom of the organization. We had too many last-minute changes that could have been caught early on.
	Experienced consultants and partners are key to providing the best support and creative solutions. Our focus on sticking to the original scope kept us from over-promising but we maintained a "shadow scope" of additional items that we fit in where we could. This allowed us to stay on track to deliver on time and under budget. We pleasantly surprised a few by delivering a few extra items from the shadow scope with a new plan to move forward with other additions after go live.
	Our delays didn't come from the partner, they were internal. We were implementing other software for other parts of our business around the same time.
	We had some communication issues. The implementation moved a little too fast for us (from our department perspective) and we didn't get some of the tools promised.
Other	HRIS should have taken a stronger role in selecting the software.
	I should have used as much help of in-house IT-professionals and providers support as possible and not have to tried to do everything myself.
	You need to build in performance accountabilities for adoption. If this is culturally or operationally important, people need to be held accountable and recognized for adopting the system and engaging in new behaviors.
	It would have been helpful if our process was mapped out beforehand and if it mapped out a more efficient process before starting. Also, maybe having spoken to other clients using the system and had an idea of their process as well.
	System testing plan in place and executed each time a change is made to core. Testing not only the change but other areas of the system as well to ensure the change has not impacted other unexpected areas.
	Be active. Don't expect the vendor to lead or ask all the right questions for you.
	Keep it simple and work closely with the software company. Listen to their advice.
	I would recommend evaluating your organization's record-keeping and data needs before committing to a particular HR system.
	Ensure project sponsors are included from the beginning or you run the risk of them requesting changes later. Making changes during the project can cause rework and significantly affect the timeline.
	Focus on user training.
Paycomm	It helps to have a general knowledge about HRIS and what you need from HRIS. I learned from utilizing a previous system that it is better to do multiple functions in one HR system, rather than piecing together multiple systems.
Paycomm	Not everyone has access to an iPhone.
Paylocity	We were paired with a poor implementation specialist. Perhaps another would have been better.

Lessons Learned

<i>Paylocity</i>	The vendor was a great partner. They were very organized but you will need to set clear expectations of the roles and responsibilities at the onset of the project. If you let them, the vendor will shift responsibilities to you.
<i>Paylocity</i>	Ensure that the partner understands the nuisances of your business.
<i>Saba</i>	We learned that communication is key. Our group was in the first phase of world-wide implementation for the whole company. As others are coming on board, we are noticing discrepancies on the global level that is affecting our local levels. Our project partner was helpful during implementation but it would be more helpful if they were the partners for the rest of the company.
<i>SuccessFactors</i>	The partner-provided project manager was ill equipped for a PM role and the nature of the project. You need to know the design of your program prior to implementing. We learned that we needed to have the right resources, some should be dedicated to the project, and a proven software in the market should be used. We also learned that the implementation partner's experience is very important, wherever possible we should reduce the number of interfaces and that a strong steering team and support from Senior Leadership team is necessary.
<i>ServiceNow</i>	The business needs to be more open to changing processes so that custom cases weren't needed. More information about single sign on is needed up front.
<i>Ultimate Software</i>	Ultimate has great products but often rolls them out and implements them before they are completely ready to go leading themselves to more 'updates' and expansions as time goes on. As a result, they are lacking sometimes before they get all of the upgrade features rolled out. The good part is that they listen to their customers and what we wanted and needed the software to do for us. It was a very short time frame, so we had to go with a consulting firm. We should have delayed the go-live and gone with the vendor resources. Being able to put aside other projects to concentrate on one. We were trying to do too many projects at once. We need more external help, preferably an objective party, to identify potential issues and then to help with potential solutions. It is NEVER as easy as the vendor says. The software vendor was a mixed bag, some members were very knowledgeable but others were just frustrating. Their post go-live support has been awful, with a lack of response and very un knowledgeable people. HRchitect was a great consultant and implementation partner. You get what you pay for. Make sure you have "open-minded" team members who do not try to fit the new system into an old system that they are familiar with. HRchitect and Ultimate delivered on-time, but we were the cause of project delays as we did not have enough resources on our side. If I had to do it again, I would have either committed to a less aggressive timeline OR figured out a way to give our people more dedicated time to the project. Manage up and use data to persuade executive leadership not to make knee-jerk decisions based on a slick sales cycle experience. Push your leadership to adhere to your HR tech strategy and hold them accountable by asking clarifying questions. Know the vendors. Pay for the support upfront rather than trying to figure out all the kinks after consulting has left.

Lessons Learned

<i>Ultimate Software</i>	The technical system implementer, the file integrations specialist, and the data conversion specialist at Ultimate were absolutely spectacular! However, the project manager did not have it all together, I'd highly recommend having a STRONG internal project leader to act as both internal project manager as well as project manager for the extended Ultimate team. Also, they've grown TOO rapidly in that their resources are completely overwhelmed from a time standpoint. All in all, Ultimate truly cares and they are a lifelong partner for sure!
<i>Workday</i>	<p>Our partners were very knowledgeable and the project ran pretty smooth. Managing any project related integrations seems to be the hardest part. You need a certain part of the data to be ready, so there is always a lag, and then you're pressed for time to get them complete. Having strong detailed requirements and a strong project manager is a must.</p> <ol style="list-style-type: none"> 1. Use as much of the delivered functionality as possible, adjusting your company's processes to align with the software. 2. Include all subject matter experts in design and decision-making processes. If in doubt, include them. 3. Don't abdicate ownership of the project or design to the implementation partner. They'll leave, then you're stuck. 4. Ensure senior company executives are involved and supportive of the direction of the implementation. <p>Concerns with the project are not related to the software or the implementation partner. The company needs to do a better job balancing resources for the implementation with resources to manage the rest of the business. I have unfortunately never been part of an implementation where that balance was managed well, and a lot of hard-working employees are suffering because the company has chosen not to provide enough resources to balance the implementation with ongoing business needs successfully.</p> <p>Make sure your SOW is detailed enough and don't make assumptions that something will be included such as integrations, etc.</p> <p>Understand your current process, what the application will and will not do, and adjust accordingly.</p> <p>Workday and its implementation are no joke. It requires significant partner and IT resources and you will experience unexpected hang-ups as well as features.</p> <p>Lead with change management.</p> <p>Quality project management, requirements and design documentation are the key to a successful implementation.</p> <p>Have the right people in the right roles.</p> <p>I would use a different implementation partner than the software vendor. There would have been more client experiences and would have been able to help solution some of our issues.</p>

LESSONS LEARNED:

"My advice would be to have a project team member who has had prior experience with the vendor."
-Ultimate Software, Payroll