Chapter 12
Planning Your HR Technology Strategy and Web Architecture

Why a strategy?
• “The primary purpose of a strategic plan is to build a realistic model and framework of the technology and supporting infrastructure that HR will need to meet future business requirements, and a workable plan to get there”

Why a strategy?
• The strategies in the plan are all aimed at increasing the effectiveness of the:
  – HR programs, processes, and service delivery by
    – shortening cycle times, increasing customer service levels, reducing costs, and adding new service capability
An HR strategic plan is…

• "a composite document aimed at presenting the methods of achieving the HR service delivery goal that management desires. It is a mixture of practical, technical, and organizational plans and initiatives, tying the company, vendors, and the employees together in an integrated fashion to ensure that they are able to receive needed information, anytime, anyplace, and able to act upon it in a better and faster manner."

Common Mistakes

• Underestimating the difficulty of installing technology solutions
• Overestimating their capabilities, performance, and usefulness to the end user
• Too optimistic in general
• Inaccurate beliefs and assumptions
• Un-meettable expectations
• Underestimate effort to change underlying processes

Influences on Plan

• Technology capabilities and constraints
• HR plan delivery needs
• Time
• IT strategies
• Need for HR transformation
• Current systems’ capabilities and backlogs
• Cost

Unit3b-HRISOverview
4 Steps to Setting Your Strategy

• Determine your goal: create a vision of the future delivery model
• Select the strategies
• Determine the technology architecture and infrastructure
• Determining proper organizations roles and responsibilities to make the strategic plan happen
Step 1
• Determine your goal: create a vision of the future delivery model
  – Propose a solution, let the group discuss and coalesce around their own solution
  – Figure 12-2
  – Question your goal, put it through scrutiny and the ‘devil’s advocate’ … anticipate objections

Step 2
• Select the strategies
  – Develop underlying concepts driving the plan (benefits, areas of improvement)
  – Determine the preferred delivery method
    • Web
    • Phone – IVR
    • Call center
  – Establish a framework to determine application priorities and rollout (what is implemented first, biggest bang for $$)

Step 2, cont’d
• Select the strategies
  – Go with one vendor, or best of breed?
    • Risks and advantages
    • Interoperability and standards are important
  – List your assumptions
    • What is an assumption? Why do we assume?
    • Possible assumptions on pp. 186
    • Can we think of more assumptions?
Step 3

• Determine the technology architecture and infrastructure
  – Establish guiding technology principles up front, pp. 187
  – Select the deployment strategy (in-house or outsource?)
  – Set the architectural framework
  – Choose platforms
  – Site map and 7 ‘R’s, pp. 191

Step 4

• Determining proper organizations roles and responsibilities to make the strategic plan happen
  – User input on setting up plan
  – User involvement needed for technology development
  – Strategic plan impact on HR staff
  – Joint HR – IT technology development, who is responsible for what?
  – Change management role

Questions