

## **TABLE OF CONTENTS**

About the Author .....	iii
Preface .....	v
Chapter Summaries .....	vii
Acknowledgements.....	xiii
<b>1. INTRODUCTION &amp; FRAME OF REFERENCE .....</b>	<b>1</b>
1.1 A Brief History of Information Systems .....	2
1.2 Human Resource Management .....	10
1.3 It's ALL About The Data.....	12
1.4 And Then, Information .....	19
1.5 Human Resource Systems.....	21
1.6 Afterwards .....	22
1.7 Summary.....	22
<b>2. HUMAN RESOURCES MANAGEMENT (HRM) .....</b>	<b>25</b>
2.1 Human Resources and Human Resource Department.....	26
2.2 HR, The Foundation of A HRMS.....	29
2.3 What Does the HR Department Do?.....	31
2.3.1 The Organization Framework vs. the Workers (People) .....	31
2.3.2 Organization Design.....	32
2.3.2.1 Competencies .....	34
2.3.2.2 Job Families .....	36
2.3.2.3 Position Management.....	42
2.3.2.4 Organization Units .....	42
2.3.2.5 Organization Charts .....	42
2.4 People.....	46
2.4.1 Managing People Within Organization Structure .....	47
2.4.2 Security Role .....	48

## Guide to Managing Information Systems

2.5 Policies and Procedures .....	49
2.6 HR & Technology.....	54
2.7 Audit Functionality (also see Audit Trails, Chapter 3)	54
2.8 Summary.....	57
2.9 Questions.....	57
<b>3. TECHNOLOGY .....</b>	<b>59</b>
3.1 Data & Data Integrity .....	61
3.2 Getting New Software .....	62
3.2.1 Build.....	62
3.2.2 Acquiring Commercially Available Software (Buy/Lease).....	64
3.2.3 Merge/Adapt .....	64
3.2.4 Outsource .....	65
3.3 Strategic System Options.....	67
3.3.1 Enterprise Resource Planning (ERP) .....	67
3.3.2 Single-Function Systems .....	72
3.3.3 Human Resource Management Systems (HRMS) .....	74
3.4 Operating Decisions .....	76
3.4.1 Single vs. Multi-Tenancy.....	76
3.4.2 Client Server.....	77
3.4.3 Software As A Service (SaaS) .....	79
3.4.4 The Cloud (also see Chapter 2).....	80
3.5 Issues of Note .....	84
3.5.1 Analytics, Metrics, and Business Intelligence .....	84
3.5.2 Artificial Intelligence (AI) .....	96
3.5.3 Audit Trails .....	104
3.5.4 Big Data .....	105
3.5.5 Biometrics .....	105
3.5.6 Bitcoin .....	106
3.5.7 Blockchain.....	107
3.5.8 Bring Your Own Devices (BYOD) .....	110

## Table of Contents

3.5.9 Chatbots .....	111
3.5.10 Electronic Signature .....	111
3.5.11 Gamification.....	112
3.5.12 Microchips & RFID.....	113
3.5.13 Security .....	114
3.5.14 Self-Service .....	118
3.5.15 Virtual Reality .....	120
3.5.16 Workflow .....	121
3.6 Social Media & Communications .....	123
3.6.1 Social Media.....	124
3.6.2 Communication Options .....	127
3.6.3 Call/Contact Centres .....	127
3.6.4 Interactive Voice Response (IVR).....	129
3.7 Summary.....	131
3.8 Questions.....	131
<b>4. HUMAN RESOURCE MANAGEMENT SYSTEMS .....</b>	<b>133</b>
4.1 What Is a Human Resource Management System (HRMS)?.....	133
4.2 Technical and Vendor Options .....	134
4.2.1 What Type of Systems Exist?.....	134
4.3 HRMS vs. HRIS.....	135
4.4 Organization Size - How Big is “Big”? .....	136
4.5 Return on Investment (ROI) .....	138
4.6 Planning a New HRMS.....	141
4.6.1 The Process.....	141
4.6.2 The Plan .....	143
4.6.3 HRM Strategy First; Then Tools .....	146
4.6.3.1 Strategic Alignment.....	147
4.6.3.2 Visioning The Future .....	149
4.6.4 Assessing Current Situation .....	150
4.6.4.1 Processes .....	154

## Guide to Managing Information Systems

4.6.4.2	Business Process Re-Engineering .....	156
4.6.5	Analyzing Capabilities .....	159
4.6.6	Analyzing Gaps .....	161
4.6.7	Developing Strategies .....	162
4.6.8	Defining Objectives .....	163
4.6.9	Measuring Progress .....	164
4.7	The Budget .....	167
4.8	Business Requirements and Business Case .....	169
4.9	Project Structure .....	172
4.9.1	Project Champion(s) .....	173
4.9.2	Steering Committee .....	173
4.9.3	Internal Project Manager .....	174
4.9.4	Project Team .....	176
4.9.5	Consultants .....	178
4.10	Communications and Change Management .....	181
4.11	Summary .....	185
4.12	Questions .....	186
<b>5.</b>	<b>TALENT MANAGEMENT .....</b>	<b>187</b>
5.1	Staffing .....	189
5.1.1	Identify the Gap .....	190
5.1.2	Competencies .....	191
5.1.3	Recruit .....	191
5.1.4	Manage Applicants .....	193
5.1.5	Succession Planning .....	197
5.1.6	Select .....	201
5.1.6.1	Screen and Shortlist .....	202
5.1.6.2	Interview .....	205
5.1.7	Offer .....	207
5.1.8	Onboard .....	208
5.2	Manage Worker Movement and Records .....	209

## Table of Contents

5.2.1	Probation (see also Chapter 6 Total Rewards) .....	210
5.2.2	“Others” in Your System .....	211
5.3	Retain.....	212
5.3.1	Engagement .....	213
5.4	Develop/Train/Learn .....	217
5.4.1	Develop .....	218
5.4.2	Learning .....	219
5.4.3	Training.....	219
5.5	Health & Safety.....	226
5.5.1	Disability, Accessibility, Accommodation .....	229
5.5.2	Employee Assistance Programs .....	229
5.5.3	Wellness.....	231
5.6	Labour & Employee Relations.....	232
5.6.1	Discipline.....	232
5.6.2	Union Membership.....	233
5.6.3	Collective Agreement Management.....	234
5.6.4	Grievance Management.....	235
5.6.5	Incidents & Investigations Management .....	235
5.6.6	Event Management.....	236
5.7	Termination .....	236
5.8	Asset Management .....	237
5.9	Summary.....	238
5.10	Questions.....	238
<b>6.</b>	<b>TOTAL REWARDS .....</b>	<b>241</b>
6.1	Compensation .....	244
6.1.1	Base Pay .....	244
6.1.2	Variable Pay.....	246
6.1.3	Cost of Living (COL).....	246
6.1.4	Performance Pay .....	250
6.1.5	Commission .....	251

## Guide to Managing Information Systems

6.1.6 Bonuses .....	254
6.2 Benefits .....	254
6.3 Retirement and Pension.....	257
6.4 Executive Remuneration .....	258
6.5 Work-Life .....	260
6.5.1 Health and Wellness Programs .....	260
6.5.2 Volunteer Activities.....	261
6.5.3 Childcare .....	262
6.5.4 Elder Care.....	263
6.5.5 Adoption Assistance.....	264
6.5.6 Military Service .....	265
6.6 Performance and Recognition .....	265
6.6.1 Communication .....	268
6.6.2 Performance Expectation.....	270
6.6.3 Performance Assessment .....	270
6.6.4 Behaviour, Attitude and Engagement .....	272
6.7 Payroll Management .....	276
6.7.1 Bulk Change or Group Rate Changes.....	279
6.7.2 Retroactive Adjustments .....	279
6.8 Rewards Information Display .....	279
6.9 Summary.....	280
6.10 Questions.....	281
<b>7. TIME MANAGEMENT.....</b>	<b>283</b>
7.1 Time Management Software.....	283
7.2 The Relationship of Organization to People/Workers .....	284
7.3 The Models of Time Management .....	286
7.4 Planning.....	288
7.5 Labour Forecasting .....	288
7.6 Scheduling.....	289
7.7 Absence Reporting and Replacing Workers.....	291

## Table of Contents

7.8 Time Capture .....	297
7.8.1 Exception Time Capture .....	297
7.8.2 Positive Time Capture .....	297
7.9 Labour Distribution .....	302
7.10 Summary .....	303
7.11 Questions.....	303
<b>8. SOFTWARE REQUIREMENTS, SELECTION AND IMPLEMENTATION .....</b>	<b>305</b>
8.1 Define New System Requirements (Needs and Wants) .....	306
8.1.1 Recommended Process.....	307
8.1.2 Ranking/Weighting.....	308
8.2 A Detailed Process .....	309
8.2.1 Detailed Requirements List.....	311
8.3 Create a Go-To-Market Document (RFP/RFI) .....	314
8.3.1 Document Options .....	315
8.4 Select Vendors/Software .....	319
8.4.1 Prepare Vendor/Software list .....	323
8.4.2 Advise Vendors it is Coming .....	324
8.5 Selection .....	325
8.5.1 Send Go-To-Market Document to Selected Vendors .....	325
8.5.2 Receive, Vendor Responses.....	326
8.5.3 Determine Short-list of Vendor to Demo .....	327
8.5.4 Software Demonstrations .....	328
8.5.4.1 Number of Demos.....	330
8.5.4.2 The Format.....	330
8.5.4.3 The Attendees.....	331
8.5.4.4 Prepare Scripts/Scenarios.....	332
8.5.4.5 Schedule Demos (& Participants).....	333
8.5.4.6 Hold Software Demonstrations .....	336
8.5.4.7 Assess Each Demo.....	336

## Guide to Managing Information Systems

8.5.4.8 Secondary Assessment .....	338
8.6 Negotiate Draft Contract .....	342
8.6.1 Final Recommendation and Sign Contract.....	343
8.7 Plan Implementation .....	344
8.7.1 One More Word About Space.....	344
8.8 Communications .....	345
8.9 Summary.....	345
8.10 Questions.....	346
<b>9. RISK MANAGEMENT .....</b>	<b>349</b>
9.1 Legislative Compliance .....	349
9.2 Labour Standards .....	350
9.3 Human Rights .....	351
9.4 Employment Equity .....	351
9.5 Accessibility .....	353
9.6 Training and Development.....	354
9.7 Wellness, Health and Safety (& WCB) .....	356
9.8 Attendance .....	359
9.9 Secondary But Vital Legislation .....	361
9.10 Privacy.....	366
9.10.1 Personal Information .....	369
9.10.2 Multiple Data Bases & Big Data.....	369
9.11 Summary.....	370
9.12 Questions.....	370
<b>10. IMPLEMENT, GO-LIVE, &amp; BEYOND.....</b>	<b>373</b>
10.1 Define Your Goals .....	374
10.1.1 Plan, Plan, and, oh yeah, PLAN.....	375
10.1.1.1 The Project Manager .....	375
10.1.1.2 Project Tools.....	377
10.1.1.3 The Implementation Project Plan .....	378
10.1.1.4 The Project Budget .....	382

## Table of Contents

10.2 Manage the Plan .....	383
10.3 Issues To Be Aware Of .....	384
10.3.1 The Core of Implementation .....	384
10.3.1.1 Technical .....	384
10.3.1.2 Information Presentation (Reports +).....	385
10.3.1.3 Change Control .....	388
10.3.1.4 Functional Issues.....	388
10.3.1.5 Business Process Re-Engineering .....	389
10.3.1.6 Service Delivery Models.....	390
10.3.1.7 Shared Service Centres .....	392
10.3.1.8 Global Models .....	393
10.3.1.9 Under-Resourcing .....	395
10.3.1.10 Over-reliance On The Consultants .....	395
10.3.1.11 Data Conversion .....	396
10.3.1.12 Interfaces .....	397
10.3.1.13 Customization.....	398
10.3.1.14 Training .....	398
10.3.1.15 Testing .....	399
10.3.1.16 Acceptance & Sign-Off.....	401
10.4 The Flow of Implementation .....	402
10.5 Go-Live.....	402
10.6 Use & Refine .....	404
10.6.1 HRMS Staff.....	406
10.6.2 Users and Security .....	406
10.6.3 Reports and Report Management.....	407
10.6.4 Audit Trail .....	409
10.6.5 Help Desk.....	409
10.6.6 Problems & Change Requests .....	409
10.6.7 Updates and Bugs.....	411
10.7 Summary.....	411
10.8 Questions.....	412
Afterword #1 – Interview with Stan Swete, Workday.....	413

## Guide to Managing Information Systems

Afterword #2 – HRMS Implementation Disasters – Jacques Guénette, DLGL .....	437
Index .....	451