PART OF OUR HR CONNECTED SERIES

The Operationally Connected Business

Improving efficiency and productivity through HR and payroll transformation in medium to large organisations

IRIS. Look forward

SECTION ONE

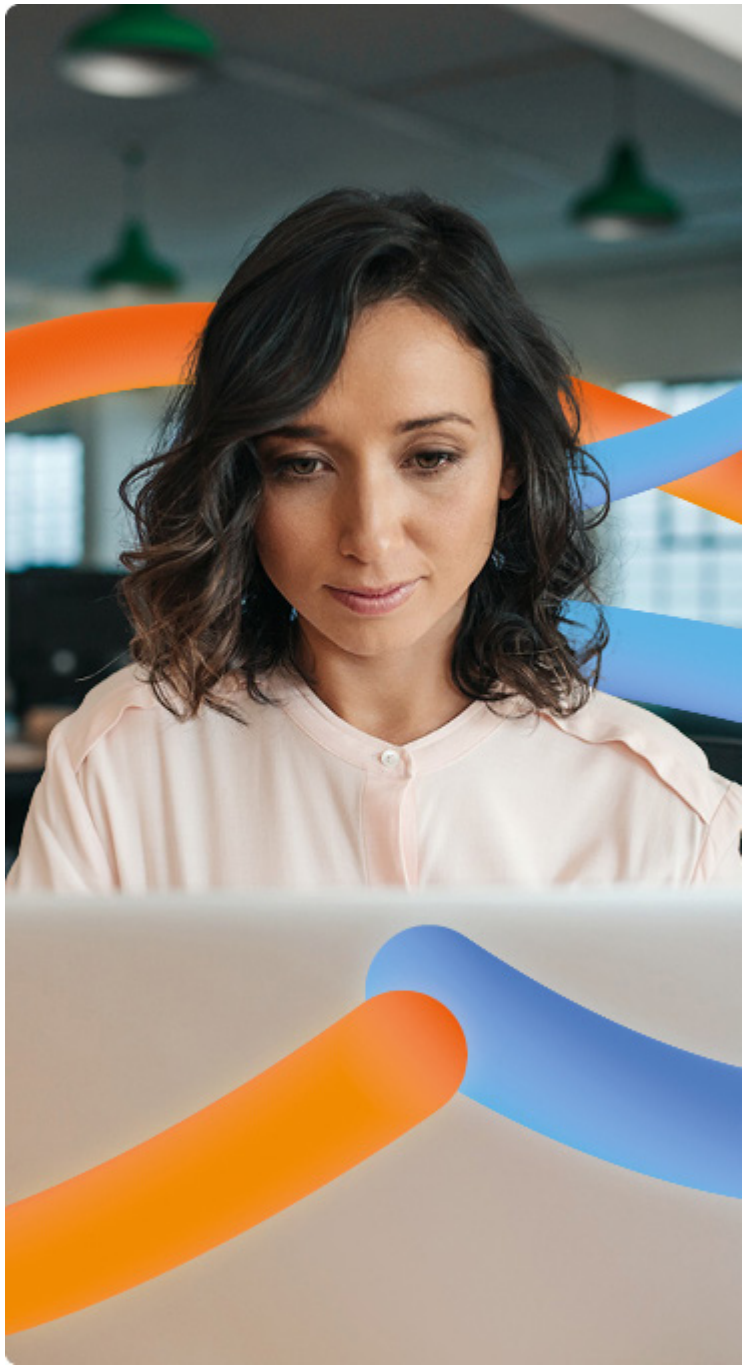
Operationally connected? It means closing the gaps

You know, the ones that time and money slip through.

The little ones you get when a process isn't as smooth as it could be. The big ones you get between silos or departments that aren't integrated. The frustrating ones in performance data when you're trying to make tough decisions. The productivity gaps: when teams are working hard but delivery is still slipping. The skills gaps: when you can't recruit fast enough to meet demand. The compliance gaps: where you're not clear on new employment rules or data regs.

Operationally connected businesses have not only eliminated gaps, they've also tackled their overlaps. By simplifying processes to avoid duplication and complexity. By using technology to take the burden of repetitive admin tasks and remove common frictions. By centralising data in a single integrated system to provide managers with insight and rapid reporting.

This eBook examines the major operational 'disconnects' inside large businesses today, why forward-thinking HR and payroll are a pivotal part of the solution – and how investing in the right HR tech can help.



So read on if...

- You're an HR Manager or Director that wants to deliver productivity gains
- You're a CFO looking to reduce costs and streamline people processes
- You're a Payroll Manager or Administrator researching the software options available

SECTION TWO

Why is HR at the heart of operational connectedness?

In the past, HR departments have been over-burdened by paperwork, under-served by technology and poorly invested in by leadership. Today, with the right structure and smart technology choices, HR departments are generating value and operational gains at every touchpoint:

- Recruitment processes that nurture the best candidates, to hire quickly and seamlessly
- Onboarding that gets new hires up to speed faster and contributing sooner
- Self-service HR portals that simplify documentation, save time, and cut queries
- Performance reporting that boosts engagement, satisfaction, and productivity
- Apps for effective absence management, timekeeping, and shift scheduling
- Seamless dataflow between HR and payroll, eliminating payslip errors and saving time

This is operational connectedness, and a tech-enabled HR function can deliver it, while staying on top of compliance, employment law and data protection regulation. That's why HR software is a smart place to start. Before we look at ROI, let's ask why it's so urgent.

SECTION THREE

Why is now the right time to invest in HR tech?

During the COVID-19 crisis, HR teams have carried a heavy load, playing a huge part in keeping workers motivated, informed and connected with the workplace.

And now, as we enter a new phase, businesses will be leaning on them again to help get us back to optimum levels of efficiency and productivity.

That's why HR needs to be top of their game. Optimising processes (integrating with payroll for example) and investing in technology is how we can cut inefficiency and raise productivity, freeing up our HR teams to deliver higher value to all their stakeholders in the 'new' or 'next' normal.

Delivering on urgent priorities like these:

- **Employees** need communications, tools and support to help them understand and adapt to new working patterns
- **Team leaders** need to recruit rapidly to meet the demands of the business – and get new joiners up and running fast
- **Line managers** need clear and confident guidance on new rules, policies and processes that apply to their teams
- **Project and programme leaders** need better visibility of employee performance so they can prevent productivity dips
- **Heads of departments** need to focus on cost-efficiency, absence management and resource planning

Let's look next at what's happening in medium and large businesses without operational connectedness – and how HR software can help.

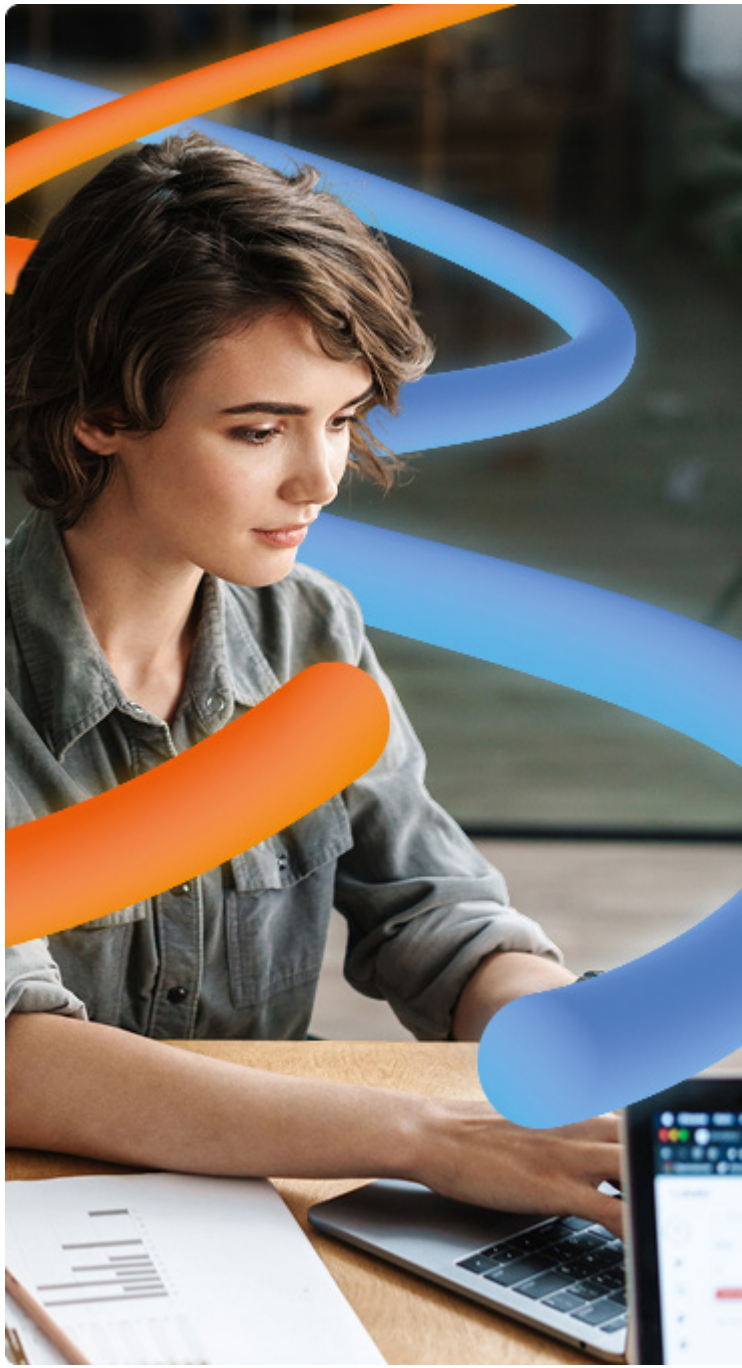
SECTION FOUR

Operational DIS-connect: 4 danger zones

1 Human errors

Errors cost you. The worst human errors can have huge legal, financial and regulatory consequences; managing employees' PII (Personally Identifiable Information) is particularly tricky. But even the less serious admin botches drain time and money from your bottom line. Something as simple as a misplaced decimal point on a payslip or P45 can take hours out of an employee's day and dent their productivity as they process a query and work to get the problem fixed.

With HR software that automates common processes like payroll, mistakes – great and small – are far less likely to happen. And if they do, they can be traced, damage can be limited and the problems can be fixed faster. Plus, with an employee self-service portal, employees can ensure the accuracy of their own data – and make updates themselves without going through HR.



2 Legacy HR solutions

Outdated systems present costly internal issues, for example data silos, inefficient processes, clunky interfaces, low adoption rates, and poor integration with new software you want to add. The pain of legacy HR solutions reaches far and wide, sapping minutes and hours, not only in the HR department but across the business. A million productivity micro-gaps.

Then there's the user expectation gap.
As Millennials reach management level and Gen Zs start to enter your workforce, patience for long-winded user journeys will evaporate. Digital-first, mainly-mobile employees expect workplace tech to be quick, slick and engaging. If not, they'll zone out or hack workarounds that compromise security or compliance. And your employer brand won't be looking all that strong either as you try to attract the best of a remote, global talent pool.

3 Employee turnover

Let's consider employee churn: a major disconnect, and one of the costliest KPIs on your radar.
The investment you've made in hiring, onboarding and upskilling, walks out the door with every resignation. Hopefully you'll have enjoyed a fruitful period of productivity first, but this isn't always the case. This is why any major investment in HR tech should help you not only spot the early warning signs of employee churn but also tackle the key causes.

If, for example, you've identified burnout as one of the major pain points in your business, choose software that can help you better plan resource, monitor overtime and manage shifts. Or, if lack of recognition is a factor in exit feedback, choose a solution that can help managers monitor performance and give kudos without waiting for formal reviews. And of course, good HR solutions can reduce cost-of-vacancy too, speeding up recruitment to replace leavers.

4 Payroll & HR silos

Without the right automation tech, a significant chunk of any given day in your HR and finance departments is probably swallowed up by payroll and benefits admin. Even if you do have a payroll solution, unless it's fully customisable, a lot of that work is still being done manually to fill that gap. Aside from the obvious time drain, the disconnect between operational silos – payroll and HR – damages productivity and creates a data compliance risk.

In an integrated system, HR and payroll feeds come together automatically, removing the need to chase down missing data or cross-check entries. Bringing HR and payroll together also makes reporting easier, as there's a single source of truth for each employee. Compliance gets stronger and simpler too, as there's a single audit trail of changes and decisions.

SECTION FIVE

The business case for becoming operationally connected

We've outlined four major areas for operational disconnect, but there are more. And each of them can be tracked back, costed out and painfully attributed to at least one of your efficiency, productivity or performance KPIs. If you're looking at HR software or payroll solutions, these numbers will form the bedrock for your business case.

SECTION SIX

What next?

If you're comparing connected HR or payroll solutions, there are three pillars to consider: operational, emotional and commercial connection. To complete the picture, download the other eBooks in this series:

- **The Emotionally Connected Business – building the digital foundations for employee engagement**
- **The Commercially Connected Business – how investing in affordable HR & payroll software saves time and builds value**

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