



SYSTEMS DEPLOYMENT

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Key Considerations In Planning For Global Human Capital Management Systems

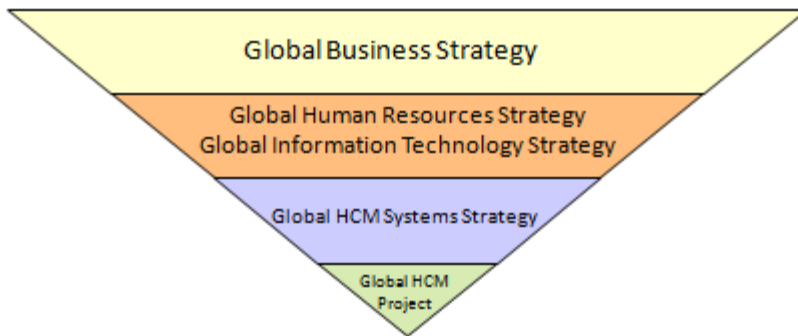
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As an increasing number of companies continue to expand into a growing number of global locales, the role of Human Resources within an organization has been rapidly evolving into being a more strategic global business partner.

To be effective as a true business partner, Human Resources must understand the organization and global business strategy. What is the vision for the organization and what are the important business outcomes? Often this information is part of a global business strategy which outlines an organization's mission, vision, and objectives. It often drives development of policies and plans, which are manifested in terms of projects and programs designed to achieve the business objectives.

Once the global business strategy is understood, Human Resources can develop an aligned global strategy to help address the operational impacts of globalization. Typically, Human Capital Management (HCM) systems are at the intersection of Human Resources and Information Technology (IT). This is also why it is imperative to understand the global IT strategy to ensure alignment. For example, if one of the identified strategies is to move selected applications to cloud computing; this could be a factor in developing a global HCM systems strategy.

Only after understanding both the global Human Resources and global Information Technology strategies, can a global HCM systems strategy be developed. It is important that global HCM systems be positioned as global business systems, not just HCM systems if the goal is to be a strategic global partner within the organization.



Developing a clearly documented global HCM systems strategy is one of the first steps in planning the implementation of global HCM systems. It enforces the discipline to always keep the business, Human Resources, and Information Technology strategies in the forefront of decision making.

Another key effort in planning the deployment of a global HCM system is a strong numbers-driven business case that addresses both direct costs such as staff reductions and indirect costs such as improved employee satisfaction resulting in reduced turnover. A strong business case showing a significant return on investment can help overcome a lot of issues on a global systems implementation.

In modern times, many organizations's goal is to decrease internal operating costs, which can be achieved in a number of ways. Depending on the organization, there are three areas of potential cost savings: one may predominate, or two or more may be blended to identify cost savings.

- IT Driven – generally there is cost savings in deploying global HCM systems, but the difficulty may be buy-in across the breadth of the organization
- Process Driven – generally there is cost savings in standardizing and simplifying global business processes, but the difficulty may be not addressing local or a broad range of needs across the organization
- Workforce Driven – generally there is cost savings in deploying employee and manager self-service, but it may not be suitable for all or part of the workforce; typically self-service works best with knowledge workers

In addition to cost savings, another factor in planning a global HCM system deployment is to identify the “right” resources with the “right” skills to help ensure project success. A critical role is that of the project sponsor, who is the chief advocate of the project and sometimes called a system champion. Typically, this role is filled by a Human Resources executive. The hope is that the project sponsor has savvy skills to “market” the project to country managers and / or country Human Resources managers.

Due to complexity, global HCM systems projects can extend over a significant time period. In this case, it is preferred that the project sponsor partner with an executive from another area, such as the CFO, to help ensure the project can thrive in turbulent business times.

A final consideration in planning the implementation of global HCM systems is to ensure key business partners or customers from around the globe are represented on the management or

steering committee. This is a critical point even if the project starts with being US-centric, to ensure decisions made today will not negatively impact subsequent deployments to other areas of the globe. This has the advantages of greater project support, lesser resistance to change, and a higher return on investment. Because there can be significant differences in the way Human Resources is practiced throughout the world, it is imperative that the project steering committee keeps in mind the higher-level strategies to ensure the project is proceeding in the best interest of the business.

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