

2013

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Alan Hill

[HUMAN RESOURCES]

Internal use document for consultants and Business Analysts responsible for requirements gathering for Human Resource departments in a large corporate environment. It details the major functions of HR and the top problems. Includes links to additional resources (NOTE: Systems selection is covered in a separate document).

Human Resources Briefing Document

Designing function for the future

Author: Alan Hill

Summary

This brief synopsis is to serve as a short reference guide for understanding the common functions of HR and the top challenges HR Departments are facing. It is intended to serve as a discussion document for engagements during the requirements elicitation phase. Use this document as a 'pre-brief' prior to meeting with clients and as a reference guide during facilitated JAD sessions and one on one interviews. For internal use only, this is not intended for customer use. Actual customer systems may vary.

Common Functions (University)

- Position Management - Track vacant positions and payroll information of filled positions
- Employee Engagement – Survey management
- Staffing/Onboarding –Critical initial training and orientation
- Recruitment - Identify, select and hire the best candidate through an efficient process
- Time and Payroll Management - To record information and update employee records for payroll
- Personnel Administration - To efficiently maintain accurate, real time personnel data
- Benefits Administration – 401k, bonuses, pensions, stock options
- Employee Development & Training - To develop employees and to enhance productivity
- Legal / Government Compliance - SOX, EEOC, Dodd Frank, etc.
- System Management – System Administration Functions
 - Security
 - Integration with legacy systems and outsource providers
 - Reporting
 - Data Archiving

This is from the University of Cincinnati Business Requirements Document, dated 2004.

<http://www.uc.edu/ucflex/documents/BusRequire.pdf> (Note: this can be used as a template for Requirements Documentation).

Common Functions (Wikipedia)

1. [Payroll](#)
2. [Time and attendance](#)
3. [Performance appraisal](#)
4. Benefits administration
5. HR management information system
6. Recruiting/[Learning management](#)
7. Performance record
8. [Employee self-service](#)
9. Scheduling
10. Absence management

From Wikipedia http://en.wikipedia.org/wiki/Human_resource_management_system which includes additional detail on the above functions. You can source this for additional descriptive detail.

Current State

Current state will require specific elicitation from the client – be mindful that the HR staff will generally feel that they have accomplished great things in the past year (5 years for a large corporation) and will need appropriate time to be mindful of their achievements. Typical questions should center on what the HR Department does well that should be retained and built upon. A great question could be ‘what do we need to continue doing as an HR team?’ or ‘What do we need to make sure we don’t lose as an HR service?’

Future State – Top Challenges

Many sources have a variety of detail – sources are provided below.

Top challenges for 2013	Top Solutions
Retaining top employees	Increasing emphasis on nontraditional workplace benefits, such as flex time and telecommuting
Managing labor and benefit costs (IE: Affordable Care Act)	Reassess employee classifications; part-time, contractors, & consultants, to avoid penalties
Recruiting	Using Social media and creating the right culture to attract top candidates

<http://www.bna.com/talent-management-among-n17179871839>

Top challenges for the next 10 years	% Responding
Retaining and rewarding the best employees	59%
Developing the next generation of corporate leaders	52%
Creating a corporate culture that attracts the best employees to organizations	36%

<http://www.shrm.org/research/surveyfindings/articles/pages/challengesfacinghroverthenext10years.aspx>