

Affinity Team HR White Paper

Why You Need a Web Based HRIS System

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1. Introduction

This Affinity provided whitepaper is designed to provide a resource for anyone who is looking to cost justify the use of a new web based e-HRIS application.

Increase Company Profits through Better HR Management

With constant pressures on profits and growth, many companies are searching for ways to deliver better results. Improving efficiency of the HR function and related areas results in improvements in productivity across the business with the resulting increase in profits.

Human Resource Professionals generally agree on the value, even necessity, of using web based HR tools, self-service and automation. But still most HR professionals process too much data manually and work under the stress of not enough time to be strategic and a shortage of the right information.

The HRIS Investment

Justifying the investment in a new HR system requires HR professionals to address management's concerns on issues such as cost justification and ROI (Return on Investment). The potential areas of savings identified in this whitepaper can assist you in developing a payback analysis to present the value of a system to upper management.

An analysis should detail and quantifies" the cost of doing nothing" and then outline the hard dollar savings that would be possible by implementing Affinity HRIS to streamline HR functions.

Basically, if the cost was more than maintaining the status quo then there will naturally be problems selling the solution to management. If on the other hand, an investment in a new HRIS is LESS than maintaining the status quo, then justifying the investment to upper management becomes an easier task.

This whitepaper introduces you to the basics of creating a business case so that you can gain management buy-in to the project. Depending on how sophisticated your organisation is around budget and finance, will determine how complex your business case will need to be. Even if your organisation is more informal about spending, you'll still want to put together a business case so your project receives the support it is due.

2. The Key Components of a Business Case

A business case needs to contain a few key components - the reason for change, the benefits of changing, the cost of changing (and the cost of not changing), risks, success factors, and a financial analysis.

A. Reason

Identify in summary why you are changing, especially if the project supports achieving strategic goals.

- Objective – a detailed statement of what you are trying to do. Example: The objective is to reduce costs and increase profitability by implementing a web based HR system with recruiting, performance and training administration capabilities.
- Current HR issues – describe the problems and create a sense of urgency for change Example: Our current process take too much manual effort and cause inaccurate data and requires a lot of non-value added time performing routine tasks
- Limited functionality available with spreadsheets.
- History difficult to maintain resulting in inaccurate reports or additional time trying to represent reality
- Integrity & Redundancy of data - time wasted storing and entering data in multiple locations.
Example: Reports created manually each time.
- Difficult to share data with colleagues in a timely manner.
- Goals - State your goals with respect to the company's strategic plan
Example: Spend more time on strategic activities
- Alternatives - State the options considered and discuss why they are not being pursued.
Example: Alternate options are;
 - Status Quo (Continue with spreadsheets and paper files)
 - Develop an in-house system
 - Purchase Software
 - Outsource
 - Web Based HRIS

B. Benefits

This is the section where you'll put all of the reasons supporting your business case, even if you can't quantify them.

- Reduce expenditures – this represents savings resulting in saving hard dollar costs
Example: By reducing manual effort and errors, we will save 3-4% in costs per year.
- Increase productivity (soft dollars) – this represents the time spent performing your job.
Example: Productivity savings from HR administration will result in a 30% reduction in time spent on manual activities enabling the ability to better support management in dealing with HR issues and opportunities.
- Increase effectiveness – state how processes will improve with this initiative

Example by automating performance appraisals we expect to ensure all employees to receive reviews in a timely and consistent manner.

- Or more efficient decision making with regards to budgeting by accurately knowing the headcount, etc...
- Increased morale – describe how this system will increase morale
- Increased data or decision quality – state how data will be more accurate
Example: We will be able to produce a headcount report in one day rather than the 3 days it currently takes.
- Increased process compliance – state what processes you will be able to improve upon
Example: We will be able to better track and report on lost time incidents and costs.

C. Costs

- Project management (internal selling) - the time spent getting support for the project as well as managing the project implementation.
- Software –include the monthly cost of using software as a service. If you are doing a multi-year analysis, don't forget to account for price or CPI increases.
- Implementation – the cost of implementing and training on usage of the software
- Maintenance – cost of maintenance and support (internal and external)

D. Risks

Identify those items that might present problems for your organisation.

Example:

- Lack of resources/priorities to complete the project on-time
- Lack of efficient performance management to drive productivity and engagement
- Technological risk for complex processes
- Lack of response from benefit carriers may delay our implementation schedule

E. Critical Success Factors

When embarking on any project, it is important to understand what the critical success factors are for your project.

Example: For example the need for management support in rolling out and using the system.

F. Financial Analysis

Lastly you'll need to put together the financial data. The methods vary in sophistication, but this whitepaper is only going to cover the most basic approach.

- Simple Analysis: First subtract the costs from the benefits to derive the total. Second determine when the investment will pay for itself.
- Cost of doing nothing vs. cost of making an investment – This is a critical step if you want approval in a timely manner.

There has to be a compelling reason to make a change. Too many projects are put on hold indefinitely because they simply did not quantify the costs of staying with the status quo. If you can show the status quo is more costly, then it provides a compelling reason to change now.

- ROI Calculations – Return on Investment (ROI) Calculations serve as a basic decision making tool by determining the return on your investment compared to not spending the money at all. An ROI calculator will determine the payback period, the internal rate of return (IRR), and the net present value (NPV).
- Advanced Analysis - Sometimes, the cash flow statement will be used as well as economic value added (EVA).
- Total Cost of Ownership (TCO) Analysis – TCO is an approach to calculate the lifetime costs of acquiring, operating and changing something. Good TCO analysis brings out the ‘hidden’ or non-obvious ownership costs that might be overlooked in making purchase decisions or planning budgets.

By spending the time to create a business case you will have a tool to help you gain support for your initiative in its approval and implementation. Hopefully, this whitepaper will assist you in getting the HR system your organisation urgently needs.

3. Metrics for Justifying the Cost Reductions

This section gives examples of major areas where you can gain savings. Select from these those that will apply to your business and intended use of a system. Substitute your own metrics such as number of employees, hourly rates (don't forget some allowance for overheads), etc. to come up with your own estimates of savings.

A. Performance Management

With an on-line web based performance management system you can;

- Reduce time and money spent on conducting, managing and tracking talent management processes by up to 85%
- Improve On-time completion rates for goals, appraisals, compensation adjustments, training and more
- Improve productivity and employee focus since goals and development are aligned with organisational strategy
- Reduce turnover, improve employee engagement and attract top talent with best practices Talent Management processes

Potential Cost Savings

HR Administration Reduction	
Typical	50 to 85% Reduction in Administration Effort
Formulae	HR Admin Effort Per Annum (Hrs) x Avg Hrly Rate x 0.60 = Savings
Example	400 Hours * \$30.00 * 0.60 = \$7,200.00

Manager Administration Reduction	
Typical	60 to 90% Reduction in Manager Administration
Formulae	No of Emps x Manager Admin Effort Per Emp Per Ann (Hrs) x Avg Hrly Rate * 0.80 = Savings
Example	400 Employees * 2 Hours * \$30.00 * 0.80 = \$19,200.00

Employee Performance Improvement	
Typical	1 to 3% Improvement due to Timely and Improved Process
Formulae	Total Annual Payroll Cost x 0.01 = Savings
Example	\$16,000,000.00 * 0.01 = \$160,000.00

Reduced Turnover Costs (Select, On-Board, Train, Etc.)	
Typical	5 to 15 % Saving in Reduced Costs Due to Lower Turnover
Formulae	(No of hires annually) x (Average time to Recruit/Train etc) x (Avg. hourly wage) x 0.10 = Potential Savings
Example	100 * 30 Hours * \$30.00 * 0.10 = \$9,000.00

B. Recruitment

Most companies receive thousands of job applications each year. It takes many hours of valuable time to review all the CV's you receive, not to mention the fees incurred if a third party recruitment firm is used. With the time it takes to manually manage and review then respond to CV's, your best candidates may find opportunities elsewhere.

The average cost to hire a new employee will vary depending on your recruitment process but is typically in the range of \$2,200 to over \$12,000. Given the size of this investment and the greater cost of making an incorrect selection, you need to ensure a recruiting process that consistently helps you acquire the best employees.

Capturing applicant details, CV's, etc., pre-screening applicants, sending emails and letters, managing and searching for the best candidates becomes a quick and easy task with a e-HRIS system.

An E-Recruitment module allows you to keep all the information and details in electronic form and at your fingertips. You may search these files for words that match the skills important to your company. Also provides easy organisation of all your hiring activities, including applicant activity tracking, interview scheduling, questionnaire processing, standard emails/letters and reports. Once you hire the ability to move a new hire, with all their details, directly over to an active employee file, with just a few click of the mouse!

Improvement of processes will also give rise to an improvement in the quality of candidates hired resulting in improvements in productivity and reduction in staff turnover (future vacancies).

Potential Cost Savings

Recruitment Administration Reduction	
Typical	40 to 80% Reduction in HR and Managers Administration Time
Formulae	No of Hires Per Annum x Avg Admin Effort Per Hire (Hrs) x Avg Hrly Rate x 0.60 = Savings
Example	$100 * 4 * \$30.00 * 0.60 = \$7,200.00$

Earlier Filling of Positions	
Typical	10 to 20% Earlier Filling of Vacant Positions
Formulae	No of Hires Per Annum x Avg No of Days Vacant x Avg Daily Rate * 0.15
Example	$100 * 5 * \$240.00 * 0.15 = \$18,000.00$

C. Occupational Health & Safety

In today's climate, a company must take every possible measure to pro-actively manage its liability exposure and comply with the constantly changing landscape of government regulation. Better risk management pays dividends.

Workers' compensation (ACC) costs continue to grow. How much did your company spend on lost time due to injuries? Where did the injury occur? What department? What work was being performed? Was the employee properly trained? With the capability to accurately analyse lost time due to injury, you will reduce this cost.

The greatest challenge in achieving better management of incidents is the capture of the required information. With electronic on-line forms and workflow it becomes easy and efficient to capture the required information as it happens and trigger reporting, emails, escalations to ensure appropriate responses and management follows. This leads to a reduction in administration and management time and better preventative outcomes.

A Health & Safety system allows you to easily maintain and report on all of the information necessary to manage these costs. One of the most important features is that it keeps a complete history of all your employee data, giving you the ability to analyse your data on the basis of any previous time period, the current period or a particular point in time. You have the ability to conduct analysis with reports that show trends and effect of management programs. In short, a system that allows you to stay on top of these issues and plan programs to minimise any disruptive effect on your company's performance.

Potential Cost Savings

Reduction in Lost Time	
Typical	5% to 20% is a typical range of reduction in lost time.
Formulae	$(\text{No of Incidents annually}) \times (\text{Average Loss Per Incident} + \text{Management Cost}) \times 10\% = \text{Savings}$
Example	$100 * \$600.00 * 0.10 = \$6,000.00$

Management & Administration Reduction	
Typical	15 to 35% Reduction in Administration Effort
Formulae	$(\text{No of Incidents annually}) \times (\text{Average Management} + \text{Admin Hrs Per Incident}) \times \text{Avg Hrly Rate} \times 20\% = \text{Savings}$
Example	$100 * 4 * \$30.00 * 0.20 = \$2,400.00$

Reduction in Reporting (External/Internal)	
Typical	20 to 50% Reduction in Reporting Effort
Formulae	$\text{Reporting Effort Per Month (Hrs)} \times 12 \text{ Months} \times \text{Avg Hrly Rate} \times 35\% = \text{Savings}$
Example	$15 * 12 * \$30.00 * 0.35 = \$1,890.00$

D. Unscheduled Absences

Absenteeism among employees, those who are ill or who take time off for other reasons, costs Australian businesses \$27 billion a year. The average worker takes 8.62 days off per year in addition to their entitled annual leave. About 28 per cent of companies surveyed in 2010 said the levels of absenteeism had increased over the past year. Productivity, customer service and controlling costs are the three areas most affected.

Depending on the industry, employers indicated that unscheduled absences cost them between \$850 and \$1930 per worker last year, or \$1400 per worker on average.

The average unrecorded unplanned leave ranges from 3 to 8%. Lost leave is where employees do not complete a leave application form on return or the manager forgets to administer process or forward to payroll. The lack of supporting documentation such as Doctor's certificates for some applications increases this with leave not properly accounted for.

If you had the ability to determine who was abusing their sick leave (taking the day before/after their two days off, immediately preceding/following a holiday, etc.) by analysing attendance patterns you could reduce this expense. Typically with better capture, reporting and analysis the "Value of Lost Time" can be reduce by between 5 and 10%.

Potential Cost Savings

Increased Capture of Leave Applications	
Typical	50% Typical Reduction of leave not captured.
Formulae	No of Employees x Avg No of Leave Periods x Percentage Not Recorded x Avg Daily Cost x 50% Captured = Savings
Example	$400 * 10 * 0.06 * \$228.00 * 0.50 = \$27,360.00$

Reduction in Lost Time	
Typical	5 to 15% Reduction in Lost Time Due to Reporting/Analysis/Management Tools
Formulae	No of Employees x Avg Value of Lost Time (Per Employee) x 10% = Savings
Example	$400 * \$1400.00 * 0.10 = \$56,000.00$

Reduction in Management/Approval Time	
Typical	25 to 45% Reduction in Lost Time
Formulae	No of Employees x (Avg No of Applications annually) x (Average Management + Admin Hrs Per Application) x Avg Hrly Rate x 35% = Savings
Example	$400 * 10 * 0.40 * \$30.00 * 0.35 = \$16,800.00$

E. Report Production

The value of a human resource system is not just in the reduction of administration effort but also in the information that it can produce that allows managers to make informed business decisions and the human resource department to comply with regulatory reporting requirements.

The time savings associated with report production can be estimated through a step-by-step process:

Make a list of all HR reports currently produced manually and the number of times that they are produced annually.

1. Make a list of all HR reports that you would like to produce, but don't produce now because they are either too time consuming or your existing system is unable to produce them. Also indicate the number of times that you would like these reports produced annually.
2. Estimate the time to produce each report and multiply this estimate by the number of times each report is run annually to yield the total hours required to produce each report in a year.
3. Generate an estimate of the hourly cost of the employees who create these reports and multiply this amount by the total hours required to obtain a dollar figure for the cost of that function.

Example:

Report Name - (# times produced annually) x (time to produce) x (Avg. hourly wage) = Report Cost

FTE Report-1 Report - 4 (quarterly) x 6 (hours) x \$30. = \$600.

The time taken to produce the same reports from an implemented HRIS system will be measured in minutes. Also the accuracy and timely delivery of reporting can improve the management value derived from them.

Potential Cost Savings

Reduction in Report Preparation Time	
Typical	85% to 95% in time saved for each report.
Formulae	(No of Reports Per Annum) x (Average Hours Per Report) x Avg Hourly Rate * 90% = Savings
Example	120 * 2.4 * \$30.00 * 0.90 = \$7,776.00

F. Learning & Development

Training solutions help HR and management to plan and provide the right skills development that creates a competitive advantage for your organisation. New employees need training, as systems change employees need training, from performance reviews and incidents training needs may be identified, etc.

By not relying on manuals systems or spreadsheets but using a system to identify potential employee movements and/or skills that can be used elsewhere in the business is much more effective. It is less costly to recruit from within your ranks, and promotions encourage retention of your best talent.

Because your current workforce is such an important source of future leaders for your business, it is essential that your HRMS system helps you plan for and manage training. A training solution enables you to plan, track, and report on the career development of each employee.

When you include training management functionality in your HRMS strategy, you can:

- Centralise job requirements to determine which employees need training.
- Create, schedule, and enrol employees in training.
- Track the training and job skills of each employee for maximum strategic development.
- Ensure that employees maintain key certifications.
- Generate reports that demonstrate compliance with government regulations.
- Perform training cost analysis.

Potential Cost Savings

Reduction in Training Administration	
Typical	10 to 30% Reduction in HR and Managers Administration Time
Formulae	Avg Admin Per Month (Hrs) x Avg Hrly Rate x Months in Year x 20% = Savings
Example	140 * \$30.00 * 12 * 0.20 = \$10,080.00

Increase in Productivity	
Typical	.5 to 3% Improvement due to Timely and Improved Process
Formulae	Total Annual Payroll Cost x 0.01 = Savings
Example	\$16,000,000.00 * 0.01 = \$160,000.00

Reduction in Training Costs	
Typical	3 to 12% More Effective Use of Training Budget
Formulae	Total Annual Training Budget x 5% = Savings
Example	400,000 * 0.05 = \$20,000.00

Reduction in Staff Turnover	
Typical	3 to 10% With Effective Development Programs
Formulae	No of Hires Per Annum x (Avg Cost of Recruitment + Avg Cost of On-Boarding/Training) x 5%
Example	100 * \$7400.00 * 0.05 = \$37,000.00

G. Increased Engagement

Increased productivity comes from employees that are engaged with the organisations objectives and their role in supporting and achieving those objectives.

Engaged employees perform 20% better and are 87% less likely to leave the organisation (Gallup). Engaged employees are up to 43% more productive (Haye Group). Engaged employees are far more likely to develop creative ways to improve business processes. They also find creative ways to solve customer problems and create service innovations (Gallup).

Up to a 52% gap exists in operating incomes between companies with highly engaged employees and companies with low engagement scores (Haye Group).

Extensive research shows that engaged employees are more productive, profitable, safer, create stronger customer relationships, and stay longer.

An effectively implemented web enabled HRIS will deliver the tools required to measure and support increased engagement from all employees at all levels.

Potential Cost Savings

Increase in Productivity	
Typical	.5 to 5% Improvement due to Increased Engagement
Formulae	Total Annual Payroll Cost x 0.01 = Savings
Example	\$16,000,000.00 * 0.01 = \$160,000.00

H. Employee Self Service

Employee Self-Service (ESS) solutions provide an opportunity to reengineer workflows in order to reduce the routine administrative tasks in the HR department. ESS alleviates the burden of administration by giving employees and manager’s online access to their pay, leave, documents and other information.

These time-consuming HR/Payroll tasks are perfectly suited for employee self-service technology:

- Job and Pay information
- Leave Information & Applications
- Timesheet entry
- New employee “on-boarding”
- Employee information updates
- Documents
- Performance reviews
- Training Reminders/Requests
- Company communications
- Recruiting
- Exit Interviews

ESS produces productivity gains, lowers transaction costs, and improves the level of service to employees. It reduces the paperwork burden on the HR and payroll departments, while retaining the ability to control and approve processes. It empowers employees and enables the efficient engagement in processes such as performance and training.

Potential Cost Savings

Reduction in Administration	
Typical	20 to 40% Reduction in Employee, HR and Managers Administration Time
Formulae	No of Employees x Avg Admin Per Month (Hrs) x Avg Hrly Rate x Months in Year x 20% = Savings
Example	$400 * 0.6 * \$30.00 * 12 * 0.20 = \$25,920.00$

I. HR Administration

To achieve productivity gains in HR, business owners must eliminate as many routine administrative tasks as possible. Administration consumes the HR department. Forrester Research found that, on average, over 50% of a human resource department’s time is spent in manual processing of information and manual producing of information/reports.

Implementing an HRMS eliminates much of the routine paperwork associated with HR. A HRMS automates the most manual and time-consuming human resource functions: payroll, recruiting, new employee processing, employee development, internal analysis, and statutory reporting.

Prior to implementing an HRMS, most small and mid-sized businesses rely on paper to manage employee processes. Usually employee information is tracked via a combination of home grown spreadsheets and office file cabinets. Hiring information, payroll records, and training certifications for a single employee might be stored in several physically different locations. This invites errors, as well as lost and out dated information. Each change to an employee’s data needs to be replicated across the variety of files and record-keeping tools. Paper files and non-integrated software tools also make it tedious, if not impossible, to create timely reports and analysis.

A HRMS centralises employee and payroll data and helps to formalise the processes. This improves accuracy, and helps to improve efficiency. Because the data in an HRMS system is centralised, there is no need to duplicate data in order to use it for multiple HR tasks. HRMS provides executives and HR managers with access to timely and comprehensive reports and analyses to make more informed decisions about the workforce.

The administrative staff that were previously responsible for handling lots of paperwork and maintaining various spreadsheets will instead use the HR system to achieve the required functions and produce reports automatically. Functional experts, including compensation, employment and health and safety managers, must still determine the content and administration of the HR system. Although more responsibilities are being thrust upon HR (largely because of increased regulatory compliance and continual restructuring), increasing administrative headcount alone cannot accommodate the increased amount and complexity of human resource work. Only through careful process reengineering and automation can one expect to help reduce workload and improve information delivery.

Potential Cost Savings

Reduction in Administration	
Typical	40 to 60% Reduction in HR Administration Time
Formulae	Total HR Department Costs x 50% = Savings
Example	\$180,000.00 * 0.50 = \$90,000.00

J. Manager Self Service

Give Managers anywhere, anytime access to documents, performance reviews, job descriptions, analysis of costs, reports, reminders of goals, etc.

Add email alerts of tasks that require attention, plus the ability to quickly approve timesheets, roster/schedules, mileage claims, etc.

Extend to recording incidents, performance notes, organising training, and

These all add to reducing the effort by management in achieving their administration and increase the quality of their output with the support and processes at their fingertips.

Potential Cost Savings

Reduction in Manager Administration	
Typical	20 to 40% Reduction in Managers Administration Time
Formulae	No of Managers x Avg Admin Per Month (Hrs) x Avg Hrly Rate x Months in Year x 30% = Savings
Example	$60 * 18 * \$30.00 * 12 * 0.30 = \$116,640.00$

More Effective Management Actions	
Typical	0.3 to 3% Improvement due to Processes and Information Support
Formulae	Total Annual Payroll Cost x 0.8% = Savings
Example	$\$16,000,000.00 * 0.008 = \$128,000.00$

K. Risk Management

Reduce risk of prosecution and grievances with timely reminders and appropriate escalations covering certification, performance, KPI's, etc.

Meet all government compliance requirements, EEO and statistical reporting requirements.

4. Sample Company Calculations (Cost Savings Justification)

Profile: 400 Employees, 60 Managers

Area	Potential Savings	
Performance Management	HR Administration	7,200.00
	Manager Administration	19,200.00
	Employee Performance Improvement	160,000.00
	Reduced Turnover	9,000.00
Recruitment	Administration & Management	7,200.00
	Earlier Filling of Positions	18,000.00
Health & Safety	Reduction in Lost Time	6,000.00
	Reduction in Management Time	2,400.00
	Reduction in Reporting Effort	1,890.00
Unplanned Absences	Increased Capture of Leave	27,360.00
	Reduction in Lost Time	56,000.00
	Reduction in Management Time	16,800.00
Report Production	Report Preparation Time	7,776.00
Learning & Development	Reduction in Administration	10,080.00
	Increase in Productivity	160,000.00
	Reduction in Training Costs	20,000.00
	Reduction in Staff Turnover	37,000.00
Increased Engagement	Increase in Productivity	160,000.00
	Reduction in Administration	25,920.00
Employee Self Service	Reduction in Administration	90,000.00
HR Administration	Reduction in Administration	116,640.00
Manager Self Service	More Effective Management Actions	128,000.00
	Total Savings	766,466.00
	Total Annual Cost of Affinity e-HRIS System	58,000.00
	Net Savings Per Annum	708,466.00

5. Summary (Impact of HRIS to the Bottom Line)

The cost savings associated with a web based HRIS reaches into many areas of business. The savings can be defined and measured. Consequently it is possible to realise a quick return on your HRIS investment. Usually in less than six months.

This is made possible with the SaaS or cloud deployment of web based HRIS than enable rapid and easy implementation with no upfront capital outlay to recover. The positive impact on the bottom line is then enjoyed within a few months from starting.

Alternatively to not have an appropriate web based HRIS in use means your organisation is losing money each and every month.

e-HRIS positively impacts the bottom line through:

- Increased productivity – The time and effort saved through enhanced efficiency and the reduction of routine administration and elimination of duplicate data entry.
- Drive costs out of your business by automating core HR and payroll processes for increased efficiency and productivity.
- Increase retention by providing a high level of service to employees while controlling the cost of providing it.
- Make the best possible decisions regarding your workforce with accurate, timely reporting and analysis.
- Reduce the cost of compliance and risks associated with increasingly complex and burdensome regulations, including the avoidance of fines, penalties, and costly litigation.
- Improve processes for recruiting, developing, and retaining people with the required skills and aptitudes to meet current and future organisational needs.
- Reduce routine administration and paperwork, enabling you to focus more on workforce and business strategy.
- More strategic opportunity – The better alignment of HR and corporate objectives, achieved by your staff having more time to focus on what matters most.

e-HRIS frees your HR staff to focus on strategic objectives. The time saved with an e-HRIS will enable your staff to deliver higher levels of service to employees. You'll benefit from timely reports that help you forecast and plan for an optimised workforce. And smooth, efficient processes allow HR to spend more time focusing on strategies that secure the long-term success of the organisation.