SIGRH
Sistemas de Informação para a Gestão de Recursos Humanos

Mestrado em Gestão de Recursos Humanos

Aula 09

Paulo Almeida Gonçalves (pagoncalves@iseg.ulisboa.pt)

LISBON
SCHOOL OF
ECONOMICS &
MANAGEMENT
UNIVERSIDADE DE LISBOA

Cronograma

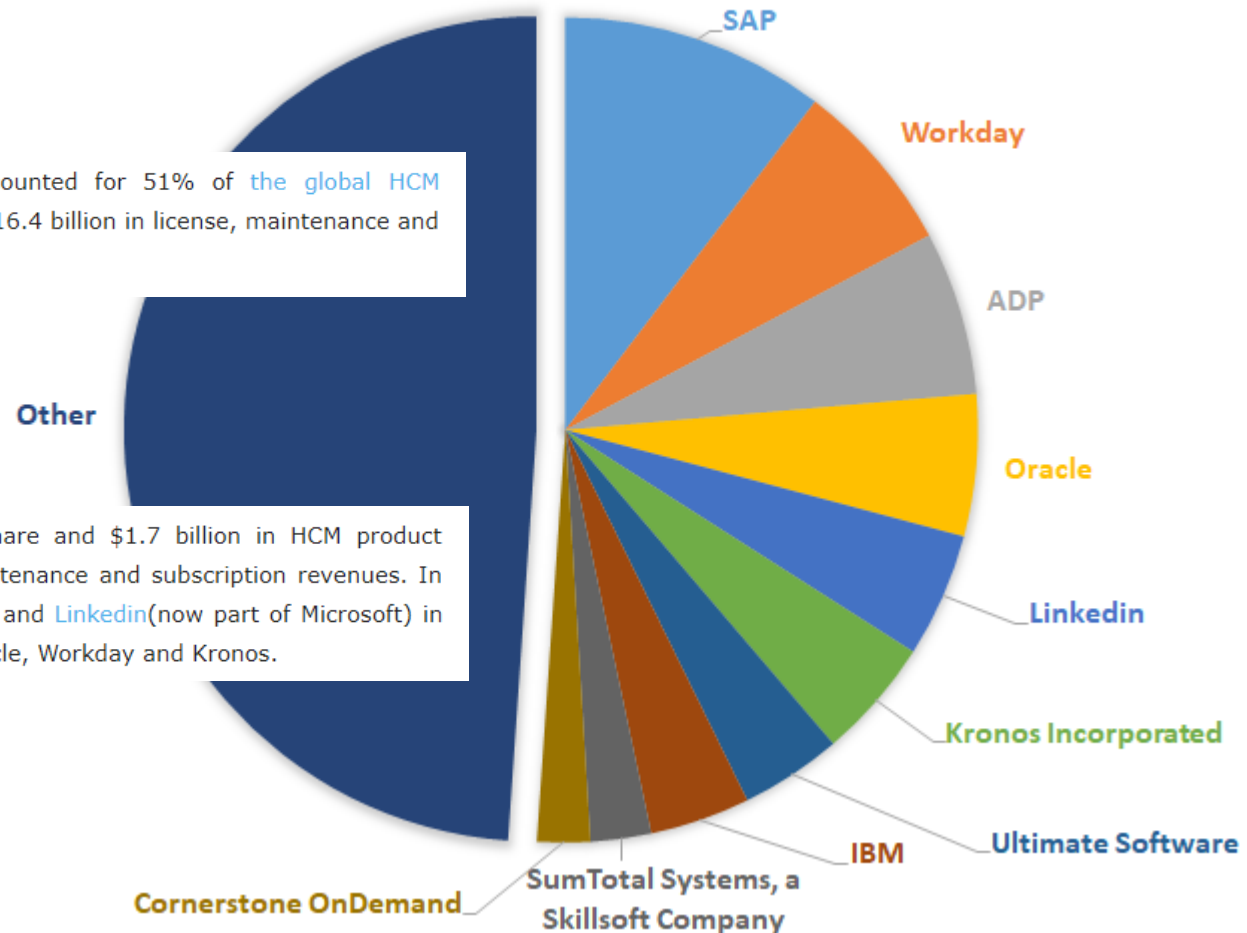| Aula	Dia	Agenda	Docente
1	19 Fev	Apresentação da UC; Os SI/TI e a GRH: suporte aos processos de RH e as redes sociais ao serviço das organizações	Mário Romão
2	26 Fev	Sistemas de Informação de Gestão, tipologia de Laudon&Laudon; Bases de dados; Apresentação aplicação SaaS Tap My Back - motivação e reconhecimento	Mário Romão
3	5 Mar	Novos desafios da GRH e dos SIGRH, o caso do recrutamento, selecção e retenção do top-talent na área de TI; Apresentação Landing.Jobs - José Paiva (co-founder); Caracteristicas dos vários tipos de SI segundo Laudon&Laudon	Mário Romão
4	12 Mar	Módulo aplicacionais típicos de GRH: recrutamento e seleção, formação e desenvolvimento de RH, gestão de competências, avaliação de desempenho, controlo de assiduidade e processamento salarial	Paulo Almeida Gonçalves
5	19 Mar	Processos de GRH: do desenho/ conceção à implementação e integração ROI da formação (Apresentação por especialista – Winning)	Mário Romão
6	9 Abr	Apresentação das soluções de HCM da SAP	Paulo Almeida Gonçalves
7	16 Abr	Sistemas de suporte à comunicação intra-organizacional e ao ambiente colaborativo, comunidades de prática (ERM - Employee Relationship Management)	Paulo Almeida Gonçalves
8	23 Abr	A 3ª Plataforma e os novos desafios dos SIGRH	Paulo Almeida Gonçalves
9	30 Abr	Apresentação das soluções de HCM da Primavera Planeamento, aquisição, projecto e implementação de SIGRH	Paulo Almeida Gonçalves
10	7 Mai	Apresentação das soluções de HCM da Oracle	Paulo Almeida Gonçalves
11	14 Mai	Apresentação de trabalhos	Paulo Almeida Gonçalves
12	21 Mai	Apresentação de trabalhos	Mário Romão

HCM Market players

EXHIBIT 1: 2016 HCM APPLICATIONS MARKET SHARES SPLIT BY TOP 10 HCM VENDORS AND OTHERS, %

In 2016, the top 10 HCM software vendors accounted for 51% of the global HCM applications market which grew 4.9% to approach $16.4 billion in license, maintenance and subscription revenues.

Last year SAP was No. 1 with a 10% market share and $1.7 billion in HCM product revenues, riding on a 19.8% jump in license, maintenance and subscription revenues. In 2016, Workday was No. 2, followed by ADP, Oracle and Linkedin (now part of Microsoft) in that order. In 2015, the top five were SAP, ADP, Oracle, Workday and Kronos.

SAP
Workday
ADP
Oracle
Linkedin
Kronos Incorporated
Ultimate Software
IBM
SumTotal Systems, a Skillsoft Company
Cornerstone OnDemand
Other

https://www.appsruntheworld.com/top-10-hcm-software-vendors-and-market-forecast/

HCM Market players

Types of solutions

Core HR and Performance Management

Talent Acquisition

Workforce Management

https://www.appsruntheworld.com/taxonomy/

Core HR and Performance Management

Core HR and Performance Management	Description
Personnel & Organization Management	Core human resource management system, personnel records, HR master file, accruals, organizational development, org chart visualization
Payroll	Payroll processing, tax filing, language support, country-level updates, payslip calculations, automatic deductions and other government requirements for proper disbursement of employee compensation.
Benefits Administration	Benefits and health administration. Plan and design benefits lifecycle, billing and payment. Carrier solutions are also included for integration purposes.
Pension Administration	Pension and retirement fund(401K) administration as well as software that helps manage profit sharing plan, defined benefit plan, or cash balance plan.
Compliance	Compliance, regulatory updates and reporting including such laws as Affordable Care Act, Overtime Regulations, Fair Labor Standards Act

https://www.appsruntheworld.com/taxonomy/

Core HR and Performance Management

Core HR and Performance Management	Description
Performance & Goal Management	HR performance management applications are designed to automate the aggregation and delivery of information pertinent to the linking of job roles and the mission and goals of the organization. More specifically, the system allows users to automate the performance review process by using mechanisms such as training and key performance indicators to continuously track and monitor the progress of an individual employee, work team, and division. Some of the key features include: Assessment of individual career objectives and organizational skills gaps that impede performance and job advancement. Continuous reviews and establishing milestones. 360-degree evaluation and real-time feedback. Performance appraisal automation. Goal setting and tracking. Employee surveys. Alignment of human assets to corporate objectives. Fast tracks for top performers.
Learning & Development	Learning management systems refer to applications that automate the administration, tracking, and reporting of training events. Other tools may include courseware and other delivery, management, tracking, or integrated solutions whose focus is on the learning environment, including learning content management systems. Career development tools include apps for coaching, mentoring, employee development planning, and diagnosing of development needs.

https://www.appsruntheworld.com/taxonomy/

Core HR and Performance Management

Core HR and Performance Management	Description
Succession & Leadership Planning	Identify and address current and potential talent gaps to create succession management reporting. Develop and maintain a continuous supply of internal talent to fill critical job roles. Improve employee engagement through digital tools to advance career path development opportunities.
Compensation Management	Compensation management applications are designed to automate the process of providing cash, noncash, variable and nonvariable compensation to employees through advanced modeling, reporting, and built-in interfacing to payroll processing systems. Other key features include seamlessly manage compensation budgets and allocation in a single, shared tool. Streamline pay recommendation workflows and approvals. Support multiple pay and incentive practices. Ensure budget compliance and adherence to compensation guidelines. Quota and territory management. Calculation and distribution of commissions, spiffs, royalties, incentives to employees, and channel and business partners. Compensation analysis using internal and external data for retention risk analysis. Linking salary, commission and incentives — cash and noncash — to business objectives. Payroll and payment engine interfaces. Account payables integration.

https://www.appsruntheworld.com/taxonomy/

Talent Acquisition

Talent Acquisition	Description
Applicant Tracking	Applicant tracking software automates such functions as management of resumes, applicant information, scoring, workflow, matching, search, interview scheduling, job descriptions, EEOC reporting, job postings and notifications
Recruiting	Recruiting applications are designed to automate the recruitment process of salaried and hourly employees through screening and skills assessment, as well as automated selection processes to improve hiring pipeline by identifying talent inside or outside the organization. Other key features include: Manage skills inventories. Create and manage job requisitions. Coordinate team collaboration within hiring processes. Video Interviewing, team building and digital coaching.
Marketing	Applications designed to attract and engage candidates and employees. Other tasks automate functions such as candidate relationship management apps, career site technology, social recruiting, employee referrals, branding, video engagement, campus recruiting and internal hiring
Contingent Labor Management	Processing of hiring of contingent labor, search, skills matching, assessment, interview scheduling, negotiation of rates, approvals, project milestone payments, project completion tracking, performance ratings

Talent Acquisition

Talent Acquisition	Description
Sourcing	Facilitate resource planning for staffing firms as well as vendor managed system, allowing for front office integration for employment agencies as well as talent acquisition apps designed for staffing firms.
Onboarding	Applications designed to deploy workers to appropriate jobs, projects, or teams for accelerated on-boarding.

Workforce Management

Workforce Management	Description
Absence and Leave Management	Absence management applications offer automated features to support employee leave management, employer authorized leave, Short-Term-Disability/Workers' Comp coordination, federal and state compliance, customized leave correspondence, medical certification processing, insurance premium payment tracking as well as employee self-service capabilities. Leave Management supports compliance activities related to government regulations such as the Family and Medical Leave Act in the United States and other local leave laws in different countries.
Workforce analytics	Workforce analytics are used to analyze compensation, benefits, and other employee variables. These applications can also be used to analyze and optimize labor allocation for particular projects.
Fatigue Management	Fatigue Management apps help automate key facets of fatigue risk mitigation, enforcing employee work-hour limits and aligning with fitness for duty best practices. Similar apps may act as electronic work diaries for real-time reporting and compliance with transportation laws.
Hardware (Time Clock)	Time capture is the hardware platform that provides authentication features for clock-in and clock-out times, meal and rest breaks, as well as timesheet and payroll reporting and compliance.

Workforce Management

| Workforce Management	Description
Workforce Scheduling	Products are designed to Increase forecasting accuracy by factoring in a variety of methods and historical patterns. Create optimal schedules to meet customer demands, while reducing costs and maximizing resources
Task Management	Task Management offers labor management capabilities such as task-based and project-based activity tracking as well as measurement and reporting functions against performance standards like engineered labor standards, team standards and reflective standards.
Time & Attendance	Time and Attendance applications are designed to automate employee time tracking in different locations, help reduce overtime expenses, improve payroll accuracy, eliminate pay errors and adjustments, along with the need to simplify and optimize administrative tasks and complex rate calculations by making available accurate and current labor data and full audit trail of payroll data.

Selecção de fornecedores

Seleccionar o fornecedor correcto requer diferentes abordagens de acordo com o que vai ser adquirido e a razão da aquisição
É uma tarefa difícil em que só 21% acertam. *(Estudo da Gartner)*

75% dos inquiridos basearam o processo de selecção em informação sobre o fornecedor
25% usaram outros critérios

53% são processos de mudança de fornecedores

Escolhe sempre o melhor fornecedor?

- Nunca
- Raramente
- 50% / 50%
- Quase Sempre
- Sempre
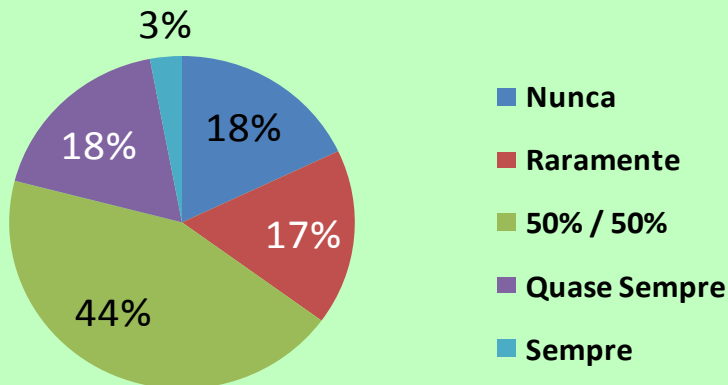
50% dos fornecedores actuais desaparecerão em 5 anos

Só **21%** dos inquiridos consideram ter escolhido **o melhor fornecedor**

Fonte: Gartner IT Services Summit

Garanta um projecto sólido

- **Selecção do Promotor do projecto (Sponsor), do Gestor de Projecto, da Equipa de Projeto e do Comité de Acompanhamento (Steering Commitee).**

- **Prepare um bom documento de início de projeto:**
    - Objetivos do projecto
    - Recursos da organização
    - Descrição das responsabilidades
    - Âmbito
    - Necessidades
    - Problemas
    - Pressupostos e riscos
    - Soluções alternativas
    - Benefícios do novo sistema
    - Análise custo benefício/ ROI a x anos;
    - Orçamento
    - Calendário

- **Discuta o documento e obtenha a respectiva aprovação por parte do Promotor (Sponsor) do projecto e do Comité de Acompanhamento (Steering Commitee).**
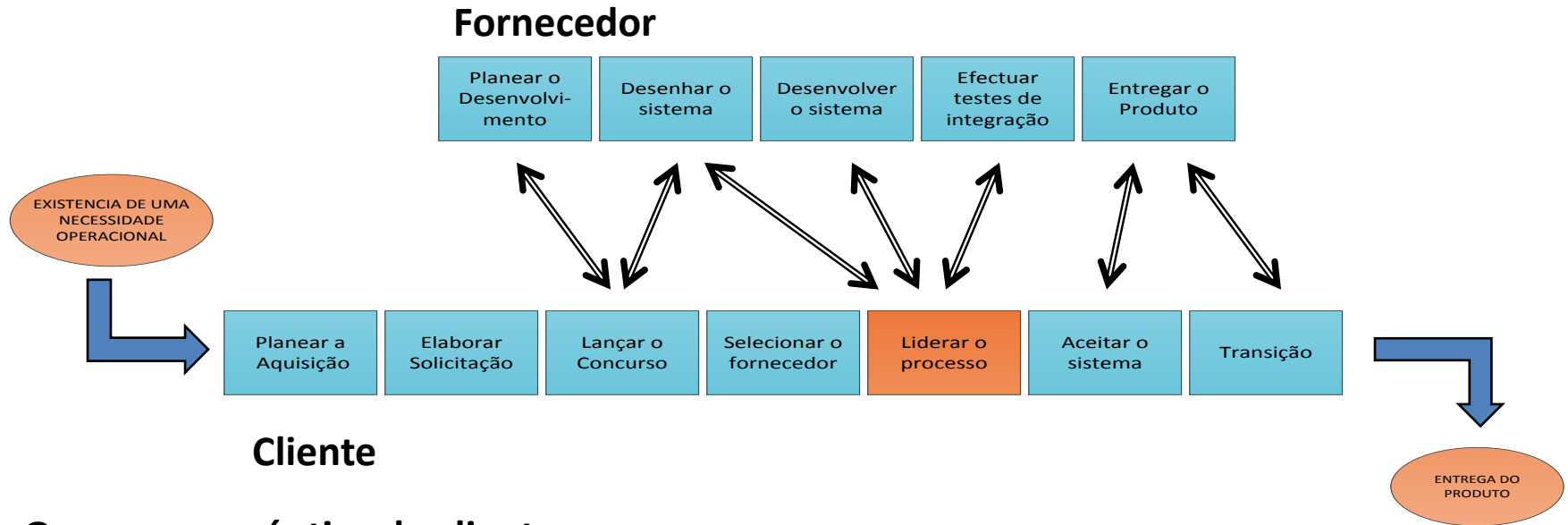
Selecção do produto/ fornecedor

- Identifique e compreenda a realidade da sua organização (infraestrutura, processos de negócio, características diferenciadoras);

- Identifique claramente as suas necessidades (âmbito; orçamento; prazo);

- Conheça o mercado de potenciais produtos/ fornecedores;

- Prepare um bom caderno de encargos (RFP):

  - Detalhado em termos do que é importante para a organização;

  - Aberto à incorporação do conhecimento dos potenciais fornecedores (por exemplo quanto à estratégia de implementação –> Big-bang/ Faseado/ Em paralelo/ Por processo/ Híbrida);

  - Equilibrado em relação aos requisitos do produto e do fornecedor.

- Com base nos requisitos do RFP, seleccione uma lista de potenciais fornecedores/ produtos;

- Convide os potenciais fornecedores/ produtos a responder ao RFP;

- Esclareça potenciais dúvidas existentes nos fornecedores;

Selecção do produto/ fornecedor

- Com base na resposta ao RFP, defina uma "shortlist" de soluções que melhor respondam às suas necessidades;

- Aprofunde as propostas da "shortlist":
    - Reúna com os fornecedores, detalhe as propostas, avalie o nível de conhecimento do produto que disponibilizam e da sua industria;
    - Avalie o grau de "empatia" cliente – fornecedor;
    - Avalie os requisitos funcionais e não funcionais do fornecedor.

- Crie uma lista final com potenciais fornecedores;

- Solicite a elaboração de um (ou vários) piloto(s) que inclua a demonstração das várias fases criticas do projecto;

- Avalie os diversos pilotos;

- Seleccione o produto/ fornecedor;

- Proceda às negociações finais;

- Assine o contrato.

Ciclo de vida dos projectos

Fornecedor

Planear o Desenvolvi-mento	Desenhar o sistema	Desenvolver o sistema	Efectuar testes de integração	Entregar o Produto

EXISTENCIA DE UMA NECESSIDADE OPERACIONAL

Planear a Aquisição	Elaborar Solicitação	Lançar o Concurso	Selecionar o fornecedor	Liderar o processo	Aceitar o sistema	Transição

ENTREGA DO PRODUTO

Cliente

O sucesso na óptica do cliente passa por:

- Obter e manter a **liderança executiva**
- Desenvolver uma **parceria estratégica** com os fornecedores
- Adquirir ou manter internamente **competências centrais**
- Compreender a existência de **objectivos conflituais** entre cliente e fornecedor
- Compreender a diferença entre **Gerir** e **Executar**
- **Estandardizar** sempre que possível

HRIS implementation challenges

- The **lack of importance attributed to HRIS** can result in difficulties on **holding management commitment** to the project and in **obtaining the resources necessary** to fully develop the new or upgraded HRIS (Ferdous, Chowdhury & Bhuiyan, 2015);

- A tendency to **underestimate the complexity of the HRIS** and its **impact on the behavior and processes** of the organization (Ferdous, Chowdhury & Bhuiyan, 2015);

- The barrier to **user acceptance** of the HRIS and the consequent underestimation of the importance of **change management** (Claver et al., 2001).

Referências

Ball, K. S. (2001). The use of human resource information systems: A survey. Personal Review, 30, 677-693.

Beckers, A. M., & Bsat, M. Z. (2002). A DSS classification model for research in human resource information systems. Information Systems Management, 19(3), 41-50.

Bhuiyan, F., Chowdhury, M. M., & Ferdous, F. (2014). Historical Evolution of Human Resource Information System (HRIS): An Interface between HR and Computer Technology. *Human Resource Management Research*, *4*(4), 75-80.

Brown, D. 2002. E- HR - victim of unrealistic expectations. Canadian HR Reporter, 15(5).

CedarCrestone 2014-2015 HR Survey, Available at: http://www.sierra-cedar.com/wp-content/uploads/sites/12/2014/11/Sierra-Cedar_2014-2015_HRSystemsSurveyWhitePaper.pdf [Accessed March 8, 2016].

Claver, E., Llopis, J., Reyes González, M., & Gascó, J. L. (2001). The performance of information systems through organizational culture. *Information Technology & People*, *14*(3), 247-260.

Ferdous, F., Chowdhury, M. M., & Bhuiyan, F. (2015). Barriers to the Implementation of Human Resource Information Systems. *Asian Journal of Management Sciences & Education Vol*, *4*, 1.

Referências

Haines III, V. Y., & Lafleur, G. (2008). Information technology usage and human resource roles and effectiveness. Human Resource Management, 47, 525-540.

Hendrickson, A. R. (2003). Human resource information systems: Backbone technology of contemporary human resources, *Journal of Labour Research*, 24(3):381–394.

Kavanagh, M. J., & Thite, M. (2015). *Human resource information systems: Basics, applications, and future directions*. Third Edition. Sage.

Kwon, T. H., & Zmud, R. W. (1987). Unifying the fragmented models of information systems implementation. Critical issues in information systems research, 227-251.

Lengnick-Hall, M.L. and Moritz, S. (2003) The Impact of e-HR on the Human Resource Management Function. Journal of Labor Research, 24, 365-379.

Ma, L., & Ye, M. (2015). The Role of Electronic Human Resource Management in Contemporary Human Resource Management. *Open Journal of Social Sciences*, *3*(04), 71.

Ngai, E. W., Law, C. C., Chan, S. C., & Wat, F. K. (2007). Importance of the internet to human resource practitioners in Hong Kong. *Personnel Review*,*37*(1), 66-84.

Oliveira, T., & Martins, M. F. (2010). Understanding e-business adoption across industries in European countries. Industrial Management & Data Systems, 110(9), 1337-1354.

Overman, S. (1992), The right package, *HR Magazine*, July, 71-74.

Referências

Patel, J., 2015. Understanding Human Resource Information Systems & Its Importance In Organizations. *Abhinav-International Monthly Refereed Journal Of Research In Management & Technology (Online ISSN 2320-0073)*, 4(4), pp.11–19. Available at: http://www.saiompublications.com/journal/index.php/ISSN-2320-0073/article/view/389 [Accessed March 8, 2016].

Ruël, H., Bondarouk, T. and Looise, J.K. (2004) E-HRM: Innovation or Irritation. An Explorative Empirical Study in Five Large Companies on Web-Based HRM. Management Revue, 15, 364-380.

Ruël, H., Magalhães, R., & Chiemeke, C.C. (2011).Human Resource Information Systems: An Integrated Research Agenda. Electronic HRM in Theory and Practice (Advanced Series in Management, Volume 8), Emerald Group Publishing Limited, 8, 21-39.

Strohmeier, S. (2007) Research in e-HRM: Review and Implications. Human Resource Management Review, 17, 19-37.

Teo, T. S. H., Lim, G. S., & Fedric, S. A. (2007). The adoption and diffusion of human resources information systems in Singapore. Asia Pacific Journal of Human Resources, 45(1), 44-62.

Thite, M. (2004). Managing people in the new economy. New Delhi: Response, Sage.

Referências

Thite, M., Kavanagh, M. J., & Johnson, R. D. (2012). Evolution of human resource management and human resource information systems.

Wright, P., McMahan, G., Snell, S., & Gerhart, B. (1998). Strategic human resource management: Building human capital and organizational capacity(Technical report). Ithaca, NY: Cornell University.

Yang, K. H., Lee, S. M., & Lee, S. G. (2007). Adoption of information and communication technology: impact of technology types, organization resources and management style. Industrial Management & Data Systems, 107(9), 1257-1275.