

# TEC BUYER'S GUIDE 2016

## HUMAN CAPITAL MANAGEMENT: UNDERSTANDING EMPLOYEE ENGAGEMENT

HUMAN CAPITAL  
MANAGEMENT  
UNDERSTANDING  
EMPLOYEE ENGAGEMENT

OCTOBER 2016

# TABLE OF CONTENTS

4	ABOUT THIS GUIDE
5	FOREWORD <i>by Erin Spencer, Research Consultant, Sierra-Cedar</i>
9	EMPLOYEE ENGAGEMENT DECONSTRUCTED
11	The Origins of Employee Engagement
13	From Concept to Technology
26	PRODUCT COMPARISON
31	WHY HR COMPLIANCE IS IMPORTANT FOR EMPLOYEES
40	NICHE EMPLOYEE ENGAGEMENT TECHNOLOGY
44	TEC RESOURCES
46	WHAT SETS TEC APART
49	VENDOR DIRECTORY
54	ABOUT THE AUTHOR

# ABOUT THIS GUIDE

Most employers strive to build a workplace that is appealing to employees, and it is sometimes a bit of a riddle for employers and human resources (HR) professionals to devise an environment where employees are motivated and committed to contributing to their organization's success. It requires a careful balance of principles, culture, and cost.

Employee engagement is the resulting fruitful relationship between employers and employees. Automation is increasingly replacing both blue- and white-collar workers for repetitive tasks, so production is decreasing in relevance as a function of the workforce. Rather, workforces are shifting away from a productive focus and developing an innovative function. Employers need creative and critical thinkers. And they need to change their game and offer attractive value propositions to these workers. This is where employee engagement comes in.

This guide examines the concept of engagement and how it has translated into technology. It also includes discussions on compliance and how it is related to employee engagement.

This buyer's guide offers a comprehensive breakdown of human capital management (HCM) software solution capabilities and how they help organizations address employee engagement strategies. The product comparison chart included consists of information supplied by vendors of HCM solutions. Lastly, this guide describes several vendors that specialize in technologies related to employee engagement.

# FOREWORD:

## DRIVEN HUMAN RESOURCES

We've often heard the phrase "No two organizations are alike"—and although they might be similarly categorized by industry, technology use, and workforce make-up, the things that make each organization unique lie within its culture, leadership style, and approach to work. These intangible factors can make or break an organization and hold the key to sustainable business outcomes. Employee engagement scores are often seen as a yardstick for measuring organizational effectiveness regarding the management of these unique elements; however, what is employee engagement? How do we define and measure something that is so critical and yet so indefinable?

The term "employee engagement" is thrown about so often that it has become a corporate buzzword, a statement that means nothing if used without context. The often-quoted Gallup Poll<sup>1</sup> states that 70% of US workers are not engaged at work; we might ask ourselves, if so many workers are disengaged, should we even bother to try and improve engagement levels? Gallup further states that an engaged workforce allows a company to outperform its competitors, but the question is, how? Employee engagement is more than just a positive (or negative) worker satisfaction survey, an annual leadership assessment, or employees' willingness to invest their discretionary time. In fact, employee engagement involves a multitude of workplace dimensions viewed in the unique context of an individual organization. Before organizations begin to assess their employee engagement levels, they first have to define what type of engagement creates the business outcomes they need. Are passionate customers necessary, or will simply satisfied customers achieve goals? Will a lack of critical thinking or innovation slow growth, or is increasing margins really the most critical aspect of the business plan? Each outcome requires distinct forms of engagement, measured in a multitude of ways.

In the Sierra-Cedar 2015–2016 Human Resources (HR) Systems Survey research, two examples of this unique approach to defining and measuring employee engagement can be found in Talent-Driven and Data-Driven organizations. These organization types take distinctly different views of employee engagement, and yet both achieve significant business value as compared with Non-Data-Driven and Non-Talent-Driven organizations.<sup>2</sup>

## Data-Driven and Talent-Driven Organizations

In a Data-Driven organization, HR practices support an environment of data-driven decision-making. Hallmarks of these organizations include high business intelligence (BI) process maturity and access to more data sources and metrics when making decisions. Additionally, these organizations give managers and employees direct access to BI and HR analytics, thereby engaging employees in data-driven decision-making. Why is this important? Data-Driven organizations see significant gains compared to Non-Data-Driven organizations:

- 61% more likely to be seen as providing strategic value
- 70% higher return on equity
- Twice as likely to have an updated HR systems strategy and an enterprise integration strategy
- Higher levels of process standardization and maturity
- Top adopters of workforce management, talent management, and BI
- Higher adoption levels of emerging technology such as mobile adoption and wearable technologies

Becoming more data driven is one way organizations have been able to increase performance; another organization type, the Talent-Driven organization, shifts the focus slightly from strict data to supporting an environment of talent-driven decision-making through HR practices. A Talent-Driven organization engages in career planning and succession planning, and achieves excellent outcomes for its employee engagement measures, mitigating employee retention risks and identifying top talent. A Talent-Driven organization thinks critically about its workforce and what that will entail for the future. When investigating the differences between Talent-Driven organizations and Non-Talent-Driven organizations, we see that Talent-Driven ones enjoy the following benefits and advantages:

- 53% more likely to be seen as providing strategic value
- 33% higher return on equity
- 1.4 times higher revenue per employee
- Twice as likely to have an updated HR systems strategy and an enterprise integration strategy
- Higher levels of employee and manager self-service
- Top adopters of talent technology, rewards and recognition software, and early adopters of wearable technology

One last differentiator for Talent-Driven organizations (versus an organization that has simply rolled out talent management technologies and mature talent processes) is their talent-focused approach to HR outcomes. Looking at metrics included in Talent-Driven organizations and HR analytics reporting, Talent-Driven organizations used more metrics in their HR analytics reporting, with learning as a stand-out metric. Talent-Driven organizations are 1.5 times more likely to report the use of learning metrics as compared to Non-Talent-Driven organizations.

Whether you aspire to become more data driven, talent driven, or simply strive to create your own unique cultural composition, clearly stated outcomes will help define employee engagement within your organization. Technology can then be used to help you both measure and support employee engagement across your entire workforce.

## Technological Innovation and Importance

Bill Gates once said that we are changing the world with technology, and technology has certainly changed the world of HR. For employees, the days of staying with the same organization for 30 years and receiving a solid gold watch after years of service are long over—and as the workplace has changed, the technology options to assist with HR initiatives have also exploded. Twenty-five years ago, HR was not what we see today: employee records were kept in file cabinets and payroll was an arduous process. These days, over 90% of organizations have an HR management system (HRMS) and payroll solution in place.<sup>3</sup> Indeed, it's almost impossible for organizations to manage the complexities of HR and payroll without some sort of automated system. Today's systems go beyond meeting HR compliance requirements and allow organizations to provide engagement touchpoints for both future and current employees, which provide business value and serve employee interests.

Technology solutions focused on employee engagement can come in multiple forms. Some come as standalone solutions while others imbed themselves within existing HR technologies. These solutions often include a mixture of features such as process support, content sharing, and tools for gathering feedback. This is a technology category that is in its infancy and solution features can range widely. Current HR software can solve many business problems and the opportunities for engaging with employees and providing workforce insight are many.

Along with the features of the technology itself, the delivery methods are also important for organizations. As mobile and social interactions grow exponentially for employees in their personal lives, they come to expect these delivery methods in their work technology. However, for organizations, social and mobile are just the tip of the iceberg in technology delivery methods, which will soon include all levels of wearables, barcode tags, and personal identification scans. These delivery methods will increase the investment organizations must make in their data privacy and security practices, as well as regional data management efforts.

## Moving Forward

As technology options continue to grow, and employees (and employers) expect more of each other, businesses must have a clear understanding of their organizational outcomes and the talent and engagement required to achieve them. It's critical to compile a clear picture of employees—who they are, their capabilities—and the opportunities for the workforce. Organizations that fail to quantify, value, and engage their own human resources are doing themselves and their employees a disservice, and the appropriate investment in HR technology can provide immense value to an organization and its workforce. Whether an organization strives to become data driven, talent driven, or just desires a clearer vision of its own workforce and its capabilities, the current slate of HR technology offerings includes more options than ever before, and the benefits gained from insights and engagement are critical for a company's future success.

Erin Spencer  
Research Consultant  
Sierra-Cedar

---

<sup>1</sup>[http://www.gallup.com/topic/employee\\_engagement.aspx](http://www.gallup.com/topic/employee_engagement.aspx)

<sup>2</sup>For more information on data-driven and talent-driven organizations, download the Sierra-Cedar 2015–2016 HR Systems Survey White Paper, 18th Annual Edition <http://www.sierra-cedar.com/research/publications/#toggle-id-1>.

<sup>3</sup>Sierra-Cedar 2015–2016 HR Systems Survey White Paper.

The Sierra-Cedar 2016–2017 HR Systems Survey White Paper, 19th Annual Edition, is available now. <http://www.sierra-cedar.com/annual-survey>.



---

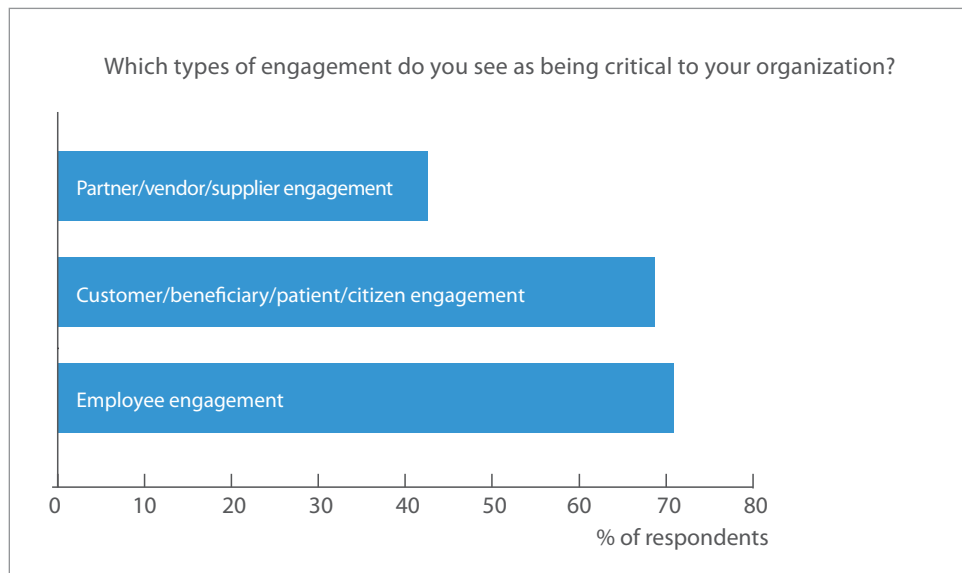
# EMPLOYEE ENGAGEMENT DECONSTRUCTED

by Raluca Druta, Senior HCM Analyst, Technology Evaluation Centers

---

I chose engagement as the theme for the TEC 2016 Human Capital Management Buyer's Guide as the word has been extensively (even excessively) employed in the business consulting and research milieu. The term lacks a well-established definition and is, for the most part, loosely used. This report attempts to shed some light on the origins of the concept and interpret it in terms of actual HR software solutions created by enterprise software vendors.

In recent years, organizations have begun to pay more attention to the value of employee engagement. In 2016, TEC surveyed organizations across the globe, investigating how companies use systems of engagement—more specifically, for customer and employee engagement (a report discussing the full survey results will be published towards the end of 2016). An important aspect revealed by this survey is that 70% of respondents indicated that employee engagement is critical to their organization (see Figure 1).



**Figure 1**

As the survey results show, employee engagement is seen as equally if not more critical than customer and partner engagement, thus showing that organizations today cannot envision business success without appropriate attention to and investment in their workforces.

# *“Engagement” — A Brief History of the Word*

“Engagement” comes from the French word *engager*—originally meaning “to pawn or pledge something” for a loan or debt. In the 16th century, the French word *engager* took on a figurative sense of “curbed freedom as a result of forcefully entering into something.” Later, the word’s meaning combined these two initial meanings (to pawn and to enter) and evolved to signify entering a constraining situation (such as marriage)—being bound by a promise or by one’s word.

In the 17th century, the word “engagement” appeared in the context of recruitment: “engage domestic help,” for example, indicating that the engaged party owes labor to those who engage them. Around the same time, the word was used to refer to “becoming involved in an activity,” such as to “engage in combat.” The notion of being involved seems to have led to what the buzz word “engagement” now stands for—that is, “being fully present.”

Today, “engagement” is used in the business sphere, and its meaning includes the notion of keeping someone involved, interested, and committed. But by which means is one keeping someone engaged? The notions of debt/obligation and commitment are deeply entrenched in the engagement construct; therefore, there are two obvious avenues for being engaged or having someone engaged: external imposition and personal motivation.

As an afterthought in light of the etymology of the word “engagement,” one may conclude that this is a way to describe modern employment. It is difficult to imagine someone showing up to work without both external and internal drivers playing a role, such as employment contracts, self-actualization, and so on.

---

# THE ORIGINS OF EMPLOYEE ENGAGEMENT

---

Engagement in the context of workforce psychology can be traced back to 1990, in the academic article [“Psychological Conditions of Personal Engagement and Disengagement at Work”](#) by William A. Kahn, published in the *Academy of Management Journal*. Kahn writes:

Personal engagement is the simultaneous employment and expression of a person’s “preferred self” in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performance.

In contrast, personal disengagement is the state in which someone “[removes] personal internal energies from physical, cognitive, and emotional labors.” Researchers have called this behavior “automatic or robotic, burned out, apathetic or detached, or effortless.”

By using qualitative research methodology to study the psychological state of a group of employees working for a services firm, Kahn sees three psychological conditions that lead to personal engagement:

1. **meaningfulness**, or return on personal investment in the form of sense of self-worth, incentives, or meaningful work opportunities;
2. **safety**, or the opportunity to show and apply self without fear of negative consequences to self-image, status, or career; and
3. **availability** of access to physical, emotional, and psychological resources, an individual’s sense of which is influenced primarily by work atmosphere and conditions, as well as personal circumstances.

Kahn’s study laid the foundation for what would become a business phenomenon that brought together consultants, analysts, software vendors, and HR practitioners in an effort to help companies make the most of the employee-employer relationship. Subsequent studies undertaken by either academics or business research organizations operationalize Kahn’s conceptualization of engagement into measurable dimensions for the use of HR business consultants and practitioners.

For instance, in 1999, Marcus Buckingham and Curt Coffman from the Gallup Organization [conducted a study](#) on 2,500 business units across companies of all sizes to find a link between productivity, profitability, retention, and customer ratings on the one hand, and employee well-being in the workplace on the other. Gallup described several attributes that characterize a desirable workplace, including: expressed appreciation for daily efforts, consideration for employees' opinions, learning and development opportunities, regular feedback, pay for performance, and so on.

Further, in 2006, the Society for Human Resource Management (SHRM) released "[Employee Engagement and Commitment—A Guide to Understanding, Measuring and Increasing Engagement in Your Organization](#)." Along the same lines as previous studies, the SHRM report underlines a number of measurable key ingredients that promote employee engagement within the workplace: pride and satisfaction with job and employer, challenging work opportunities, support and recognition from superiors, and sustained personal effort, as well as feeling the significance of one's job within the overall organization.

The report was authored by human resource management and organizational development consultant Robert J. Vance, who, in collaboration with private sector HR professionals from Caterpillar, Dell, Intuit, Hewitt, Kenexa, Gallup, Molson, and others, aimed to outline employee engagement value, strategy, and best practices. This report is a good example of how engagement became a tangible concern requiring a strategic approach within organizations.

---

# FROM CONCEPT TO TECHNOLOGY

---

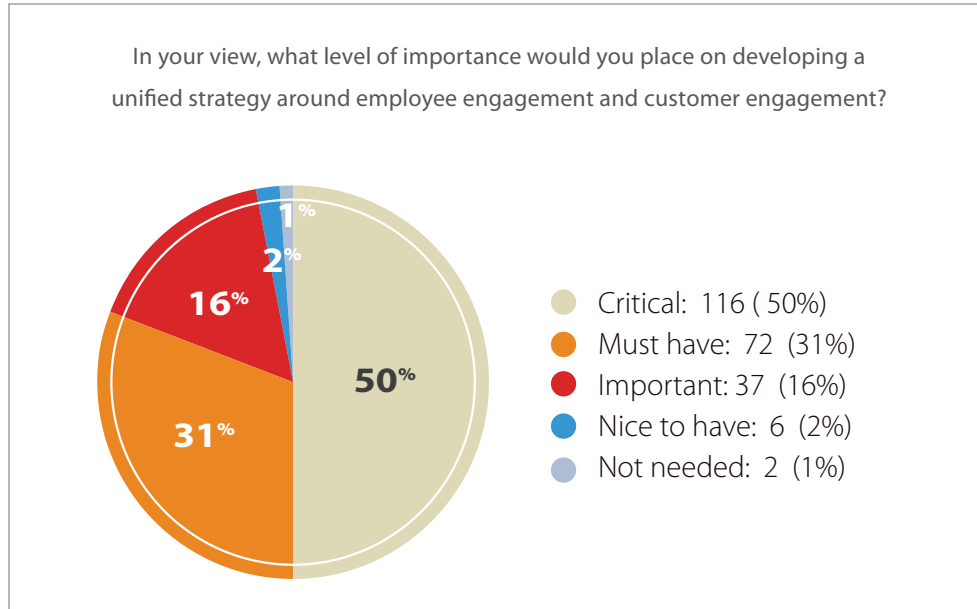
In parallel and in conjunction with employee engagement conceptualization efforts, software vendors started to develop HR products beyond payroll and benefits. In the 1990s vendors like Plateau Systems, Authoria, Taleo, and others introduced functionality that was geared towards talent acquisition, learning management, performance management, and compensation management. In time, this functionality was unified under a talent management suite of products, which can be considered the foundational layer for employee engagement technology.

Indeed, talent management was designed to help oversee the employee lifecycle, from hire to retire. Talent managers for the most part had to measure performance, model compensation accordingly, and find the best people to hire or promote. This was a step up from solely running payroll and administering benefits, as it opened the opportunity for employers to offer more care for their employees.

Although the intention to gratify top talent was there, talent management was somewhat passive: performance was measured but not driven, development happened as people occupied new roles but not planned at the hiring moment, learning programs were geared towards compliance and not so much towards professional growth.

In recent years, talent management has transformed in response to reported work dissatisfaction by a large number of workers around the world. Organizations have come to understand the cost and impact of disengaged employees on the effective running of a company. Today, many organizations share the belief that employee engagement is an integral part of a company's customer engagement strategy.

As figure 2 shows, according to data from TEC's systems of engagement survey, 50% of respondents indicate that developing a unified strategy around customer engagement and employee engagement is critical. In other words, business strategists recognize that one cannot make customers happy if employees are not happy.



**Figure 2**

Consequently, by working together with end-user organizations, consultants, and analysts, HR software vendors have introduced features and functions that help employers with employee engagement efforts. Here are a few of them.



## Talent Acquisition

### Passive candidate relationship management

Companies looking to bring new members into their workforce may find that the active candidate pool—people who are applying to advertised jobs—is insufficient to recruit the talent they need. Consequently, recruiters must go outside the pool of candidates who are actively seeking work and discover people with the right mix of skills and experience but who are not necessarily looking for a new job. To find passive candidates, companies need functionality that allows them to capture candidate information from social media, trade shows, networking events, online communities of practice, and so on.

### Employer branding

More and more job seekers are interested in the reputation of potential employers when applying for a job. Similarly, the current employees of an organization want to be reassured that the company they work for has a positive image in the market, since their career may

be negatively impacted by working for a company with a bad reputation. Employer branding technology ensures a consistent, personalized company portrayal across channels (social media, website, mobile apps, flyers, brochures, email, banners, etc.). Furthermore, companies require the tools to monitor how their image is reflected on channels that they cannot control or influence—case in point, Glassdoor—to be able to respond to any potential detrimental comments or engage with brand advocates.

### Recruitment marketing

When the demand for talent to fill a certain job position is higher than the compensation offer, recruiters need to promote the benefits of working for their organization, including the company culture, the innovation roadmap, and so on to prospective candidates. Employers today have to come up with value propositions for top talent. Furthermore, employers have to leverage marketing technology to present their message in an attractive manner and ensure it is disseminated on multiple channels where candidates tend to congregate.

### Mobile communication for candidate targeting (text, Facebook Messenger, etc.)

Since many candidates use mobile devices and social media platforms in both personal and work contexts, employers need an omnichannel interaction platform to communicate with applicants using the candidate's preferred channels. This strategy can be used to attract candidates, to communicate with them during the recruitment process, or keep in touch with them for future opportunities.

### Social media sourcing

Certain social media venues have become hubs for professionals from various fields and therefore, employers can integrate these platforms into their applicant tracking system (ATS) sourcing engines to find potential candidates. The advantage of sourcing from these channels is that most social media networks have a large number of members, thus offering a large pool of talent to employers. That said, employers need to respect candidate privacy and approach each one in an ethical and non-aggressive manner.

### Referral engines

The right candidate for a job may come through recommendations from employees. Companies use referral engines to encourage this. These also help recruiters manage the referral process and ensure that it is objective, unbiased, and provides equal opportunities to all candidates. A referral engine can also include people who are not directly involved with the company, such as external recruiters, industry influencers, business partners, or consultants.

### Mobile job application submission

Finding ways to make it easier for candidates to apply for jobs is an important mandate for recruiters. Taking into account that mobile devices have become essential to most people, more and more pressure is put on employers and solution providers to offer job seekers the option to send in job applications via mobile devices. Although many vendors claim that they offer this functionality, it does not always mean that it comes with the best user experience.

### Candidate feedback

Traditionally, recruiters only engaged with candidates who seemed to be a very good fit for a certain position or the company. Indeed, HR departments were more interested in hiring people than in offering a good experience to applicants during the recruitment process. More recently, companies have realized that gathering feedback from candidates can help their HR departments to improve recruiting processes. Additionally, gathering feedback from all candidates creates a good employer image in the eyes of applicants who were not selected for the job.

### Country or cross-border employment eligibility verification

Employment eligibility poses many headaches to many employers—especially to those that face high turnover. Furthermore, with the globalization of business and the increased ability to travel and work abroad, many job seekers are tempted to look for career opportunities outside their countries of origin or residence. Compliance technology automates and keeps up with numerous rules and regulations related to citizenship, work visas, or permits that are required when employing foreign workers or employees who work in multiple locations around the world.

### New-hire onboarding cultural alignment (policies, dress code, ethics, etc.)

There is always a gap between what new hires expect from a new job and what they experience as they start working. Same goes for the employer, given that employers do not get to know a new employee before they join the company. To reduce potential conflict or discomfort that arises from unrealistic expectations, companies should ensure that during the onboarding process, policies and best practices that represent the company values and cultures are impressed upon the new hire.

### Personalized new-hire onboarding (tasks, social networking, goals, training, etc.)

The arrival of a new hire in a company or department can be disruptive, since it requires effort on everyone's part to integrate the individual into the daily routines. To address this challenge, companies can personalize onboarding activities to correspond to a new hire's position, role,



interests, and so on. By preparing in advance for the hire's arrival, employers can effectively integrate new employees into their roles and teams, rendering them productive shortly after being hired.

### Built-in data validation intelligence

The increasing number of employees working from home or living in a different state or municipality than the company headquarters makes it difficult for the HR department to manage location compliance. HR vendors can offer intelligent engines that can determine which rules and documents should be used by HR based on the home or work location of the employee. This type of functionality is useful for companies that send employees to work remotely across locations.



### User-configurable employee self-service

Employee self-service is a popular feature of HR systems. It allows employees to update personal information, view paychecks, select benefits, and so on. Since each individual employee may use self-service for different purposes, a certain look-and-feel flexibility is required to allow employees to set up the self-serve environment according to their needs. Additionally, because data privacy is a major concern for HR, portals can be personalized with security profiles for each role, position, or individual worker.

### Payroll deduction calculator

Payroll deductions are not always simple to calculate, and consequently employees may be puzzled by certain deductions on their pay stubs. A payroll deduction calculator is particularly beneficial when employees enroll in certain benefits or when they consider transferring to another location. In addition, it frees some HR help desk time, as it decreases the number of employee inquiries regarding payroll deductions.

### Benefits marketplace

The ability to have choice when it comes to benefits selection is a great perk offered by some employers. But it is not always easy to administer without the right technology in place. A benefits marketplace affords employees the opportunity to consider and compare different benefit offerings and to choose the plans that best fit their personal situation, age, health, and so on. Moreover, it helps employers administer the benefit enrollment process without limiting employees to a unique company-wide benefit program.

### Benefits enrollment eligibility

All employers have sets of criteria in place to determine whether employees are eligible for various benefits packages. These rules are often based on position, seniority, type of work, etc. In the end, it is essential that individual employees are presented with the appropriate options at enrollment time.

### Declined benefits penalty calculator

Legislation such as the Affordable Care Act (ACA) indicates that individuals who do not purchase coverage will have to pay a penalty to the government. Employers that offer health benefits have to clearly communicate to employees the risks of not enrolling as well as the amount of the fine employees may have to pay as a result.

### Internal transfer and promotion eligibility verification (includes work visas, certifications, etc.)

When employees are promoted or transferred from one department to another, or between physical locations, the employer needs to follow the governmental rules and regulations that apply to the new location. Employers may also have their own internal transfer rules, and therefore automation facilitates the administrative and compliance aspects of workforce mobility.

### Employee feedback on work conditions (health and safety, ergonomics, etc.)

The conditions in a company can have a big impact on the overall atmosphere at work and, ultimately, employee productivity. This is why it is important that employers gather ongoing employee feedback on work conditions. An annual survey on its own is no longer an effective way to tackle current work environment issues.

### Union relations portal

In some industries, unions can be very powerful and many employees rely on them to protect their rights and negotiate fair remuneration. To help employees keep up to date with union news and engage with union representatives, employers can set up union relations portals to simplify communications and information sharing.



## Talent Management

---

### Customer-feedback-driven performance reviews

Traditional performance reviews are based exclusively on feedback from an employee's peers and managers. For employees who are customer facing, it is critical to understand and evaluate the quality of their client interactions. HR performance management systems are typically closed to outside users given security concerns. So it is essential to find a way for external users like clients to access the system to provide feedback while at the same time ensuring that no data leaks or breaches take place.

### Continuous employee performance evaluation

The main drawback of performance management initiatives is that they rarely happen—more accurately, most companies only run annual or biannual performance review cycles. Given the fast pace of business today, waiting six months or more to evaluate employees is inefficient. The ideal would be to implement a performance management strategy that allows for ongoing feedback and evaluation. The main benefit of this strategy is to help employers detect and address performance issues faster and more efficiently. To support this, systems require more than survey-format 360-degree review functionality. Allowing managers and employees to monitor progress on goals, projects, and tasks as well as adding feedback and rating functions for the job conduct and achievements will facilitate effective and continuous employee performance evaluation.

### Social recognition

With the advent of social business platforms, employees have the opportunity to view and share appreciation for peers, managers, and company initiatives. Social recognition helps promote desirable behaviors as well as success stories on an ongoing basis, making employees feel valued.

### Employee rewards

Companies may not always be able to afford to pay competitive salaries to all employees. Adding to that, some employees are not motivated by financial rewards exclusively. As a result, employers offer other types of rewards to retain employees. These include: gift cards, event tickets, paid vacations, etc. A reward platform typically includes a large number of activities and brand options for employees to choose from. To achieve this, vendors need to develop a large ecosystem of suppliers selling a large variety of consumer goods and services.

## Mentorship and coaching

Coaching and mentorship programs are in high demand, particularly in industries where people constitute the principal asset of a company. To run coaching and mentorship programs, HR professionals have to design workflows to schedule resources while ensuring that productivity is not impacted. Additionally, functionality is needed to monitor and measure the cost and effectiveness of these programs.

## Corporate social responsibility

Many people like to dedicate some of their time volunteer work. Functionality designed to facilitate social responsibility activities allows employers to schedule a portion of employee work time for volunteering, and provides a platform for employers to encourage and reward employees for their participation and contributions to social causes. Also, employees and employers can work together on initiatives to implement environmentally friendly strategies at work, and so on.

## Team relatability indicators and recommendations

This feature relies on psychometric and behavioral assessments that evaluate employees' personal styles of relating with others with the goal of forming the best teams at work. An important benefit of this type of functionality is that employees can be recognized for their unique attributes in building a team. However, a risk of pigeon-holing employees into holding only certain positions in a team may ensue. This type of functionality can also be used to discover areas of improvement and learning opportunities for employees.

## Targeted learning and development plans

Company-wide learning and development plans may sometimes fail to meet and define the precise needs of each employee, given the fact that each person's learning style and professional aspirations are different. Platforms that support individualized educational tools help uncover the employee's needs during the onboarding or performance-evaluation processes and allow learning officers to tailor employee-specific learning and development programs.

## Flight risk indicators

It may be natural for employees to look for new career opportunities, but for employers, losing an employee may be of great impact on productivity and the effective running of day-to-day routines. Flight risk indicators predict which employees are likely to leave and recommend actions to be taken to retain them.

## Employee satisfaction surveys

HR departments and managers need to take the pulse of their workforce, and one way to do this is through job satisfaction surveys. The advantages of surveys are that they are anonymous and that they provide structured information to employers regarding the overall work

environment. As a result, employees can express frustration without fear of being reprimanded and employers can easily spot and address areas of discomfort for employees.

### Diversity succession planning

The value of diversity within an organization is no longer a topic for debate. While discrimination still exists, HR practitioners are today in agreement that diversity should be a given in any workplace. Beyond moral and ethical issues, diversity is valuable, as it brings varied perspectives and mentalities to all areas of expertise in a company. It is critical for talent managers to ensure that diversity is factored in when planning succession. But when dealing with a large workforce, talent managers may need the help of automation to ensure that their diversity quotas are being met.

### Exit interviews

Often overlooked, the feedback coming from departing employees can be a valuable source of information for HR departments. People tend to be more open and candid upon leaving a company and therefore this is a great opportunity for companies to learn about issues or challenges that determine whether employees want to find another job. Such information can be used to improve things like employee experience and work environment.



## Workforce Management

---

### Shift selection

To offer schedule flexibility to employees and encourage a good work/life balance, some employers provide employees with the ability to choose when they prefer to work. Scheduling technology will then take that data into account along with company policies and labor and union rules, and output an optimal schedule that will strike a desirable compromise for most workers.

### Shift swapping

Sometimes employees may want to change their work schedule, which can be confusing for managers to keep track of who did what shift and approve the worked time correctly. Shift swapping technology offers the solution to this challenge as it allows employees to offer shifts to interested co-workers. Rules, approvals, and notifications can be set in place to ensure that shifts are covered by people with the right skills, seniority, etc.

### Vacation or shift bidding

Vacation requests are usually approved based on seniority, position, or seasonality—a state of affairs sometimes leading to friction or tension between employees. To reduce employee frustration, employers can place certain vacation days or periods up for bid for all employees to claim them. Also, employees who have highly desired vacation days can put them up for a bid if they decide to change plans and show up to work instead of taking time off.

### Live changes to employee schedules

Workers, supervisors, managers, and HR departments need to know when changes are made to someone's work schedule in real time. Changes may occur from both the employee (for example, sickness) and employer (for example, lower labor needs than planned) sides. Schedule changes need to be delivered as they occur and on any device so they can be monitored by HR for compliance purposes, by managers to ensure operational continuity, and be seen by the affected employees.

### Rest-period alerts and notifications

In some industries where physical effort is required or where legislation limits the maximum amount of hours of continuous work, employers need to make sure that employees are well rested. This avoids possible accidents that could hurt people or damage goods. Employers have to monitor when employees need to rest. Alerts and notifications that occur based on labor law and company rules encourage employees to take the breaks they need to complete their work without accidents or health hazards.

### Fatigue management

Fatigue can be a fierce hindrance at work and it can occur when employees come under too much strain. Fatigue management software capabilities allow employers to identify the causes of fatigue and further set the necessary rules to combat them. Rules can include work-hour limits, fitness for duty assessments, or scheduled time off and enforced breaks.

### Mobile time-off requests

Time-off requests are commonly made by employees themselves in an HR solution. To simplify the experience, vendors typically offer mobile capabilities for time-off request submission. This is particularly important for people who work remotely—examples include field technicians, field sales people, consultants, etc.—and may have a hard time connecting their larger electronic devices like laptops to the internet to log into the HR system for a relatively simple task.



## Employee Support

---

### Omnichannel HR help desk

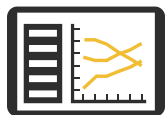
HR departments are oftentimes bombarded with questions from employees regarding salary, benefits, timesheets, etc. HR help desk teams are there to answer these questions. Given that employees may use different communication channels (phone, email, chat, etc.), the help desk team needs to be equipped with omnichannel communication technology to be able to respond to employee requests on the employee's preferred channel.

### Wellness programs

Employee health and well-being is important for employers for a few reasons. First, if workers feel that they are being treated fairly and humanely, they will be more motivated to perform on the job. Further, employee health issues can increase the cost of the benefits package as the number of claims rises. HR technology today offers employers the ability to design and monitor wellness programs for employees. Such programs include promoting the benefits of physical activity, healthy nutrition, or illness prevention.

### Employee assistance programs (EAP)

Employees can face personal or professional situations that can be disruptive and have a negative impact on their lives. In these cases, employers can put in place a set of services that workers can access for professional help to deal with health issues, financial difficulties, death of a family member, etc. EAP solutions help organizations set in place 24/7 support lines for their employees, as they include both the automation and the professional service network required.



## Data Visualization

---

### Progress markers for shift/task/goal

Today, information is being consumed in a more and more visual manner. Technology users often report the inadequacies of working with visually unattractive spreadsheets to keep track of their daily work, projects, etc. Data visualization features display goals, project milestones, or shift and task progress graphically, making it more readable. Furthermore, employees have a better sense of how they use their time at work, allowing them to optimize efforts between tasks.

### Points, badges, and leaderboards

Used by companies to motivate and engage with employees, these “gamification” features seem to drive more productivity among younger generations. Game principles are applied to track and reward the effort and the results of the employees.

### Accruals and balances dashboard

Dashboards are a good way for users to track and monitor changes to accruals. They help group information regarding time off, compensation, benefits, accruals, and balances in a single view, making it easy for users to see where they stand in terms of vacation allowance or sick days, used benefits, and so on.



## Vendor Services

---

### Sensitivity training

Depending on their cultural backgrounds, some employees require guidance in learning to empathize with and understand co-workers' ways of being and working. Sensitivity training is a service sought by many companies that have come to understand the cost of unaddressed cultural frictions in the workplace.

### Burnout prevention

Certain types of work routines and circumstances can lead to high levels of stress in employees. Some organizations contract expert services that ensure employees who are at risk of developing burnout symptoms are identified and looked after.

### Work/life balance

For most people, career and home life are tightly connected and, with the help of their employers, workers seek to manage both without sacrificing one in favor of the other. Some employers rely on services that ensure work flexibility and offer the conditions to strike a satisfactory work/life balance. Such initiatives include working from home, maternity and paternity leave, child-friendly work environments, etc.





## Mobility

---

### HTML5

With the exponential growth of mobile device usage in the workplace, employers aim to offer employees the opportunity to use mobile devices to access HR features such as absence requests, time tracking, etc. One way to deliver such features is to design mobile-friendly versions of HR solutions using programming languages like HTML5 (a popular mark-up language used for structuring and presenting content through a web browser).

### Native apps

Another way to deliver HR functionality for mobile devices is to create native apps for mobile operating systems such as Android and IOS. These apps can be installed and used like any other mobile app available in the App Store or Google Play. They are designed to connect to the database of HR solutions to synchronize data input from mobile devices. Because they are designed specifically on the mobile device operating system, they present better usability. However, the range of functions they include is usually limited.



## Delivery Model

---

### Cloud

The internet allows software vendors to store and manage software in data centers, thus offering customers the option to remove their hardware infrastructure. Cloud solutions are typically sold as a service or on demand, thus placing the system and hardware maintenance on the vendor's shoulders.

### On premises

This type of delivery model puts the responsibility for software storage and maintenance on the buyer. This requires investment in hardware, but some organizations feel more comfortable having the software and data on site as opposed to in a shared cloud environment.

### Hybrid

This is a mix of the cloud and on-premises delivery models. Companies use this option to keep sensitive data on premises in order to have better control over it, while storing some data and accessing software capabilities from data centers provided by vendors.


Product Comparison		ADP Vantage HCM	Bullhorn	Ceridian Dayforce HCM	Cornerstone Talent Management Suite
	Number of Employees Supported (Sweet Spot)	1,000-50,000+		1,000-10,000	500-250,000
Functionality	Talent acquisition				
	Passive candidate relationship management	S	S	P (Jobvite)	S
	Employer branding	S	S	S	S
	Recruitment marketing	S	S	S	S
	Mobile communication for candidate targeting (text, Facebook Messenger, etc.)	S	S	S	NS
	Social media sourcing	S	S	S	S
	Referral engine	S	S	NS	S
	Mobile job application submission	S	S	S	S
	Candidate feedback	S	S	S	S
	Country or cross-border employment eligibility verification	S	P (TalentWise)	P (Equifax)	S
	New-hire onboarding cultural alignment (policies, dress code, ethics, etc.)	S	S	S	S
	Personalized new-hire onboarding (tasks, social networking, goals, training, etc.)	S	S	S	S
	Employee home and work location compliance form automation for federal and local tax and labor regulations (built-in data validation intelligence)	S	P (TalentWise)	S	S
	Core HR				
	Personalizable/user-configurable employee self-service	S	NS	S	S
	Payroll deduction calculator	S	NS	S	P
	Benefits marketplace	S	NS	S	P
	Benefits enrollment eligibility	S	NS	S	P
	Declined benefits penalty calculator	S	NS	S	P
	Internal transfer and promotion eligibility verification (includes work visas, certifications, etc.)	S	NS	S	P
	Work conditions employee feedback (health and safety, ergonomics, etc.)	S	NS	NS	NS
	Union relations portal	S	NS	NS	NS
	Talent management				
	Customer-feedback-driven performance reviews	S	NS	NS	
	Continuous employee performance evaluation	S	NS	S	S
	Social recognition	P (ADP Marketplace)	NS	P (LifeWorks WorkAngel)	S
	Employee rewards	S	NS	P (LifeWorks WorkAngel)	S
	Mentorship and coaching	S	NS	S	NS
	Corporate social responsibility (employee volunteering)	S	NS	NS	S
	Team relatability indicators and recommendations	S	NS	S	NS
	Targeted learning and development plans	S	NS	P (SAP SuccessFactors)	S
	Flight risk indicators	S	NS	P (SAP SuccessFactors)	S
	Employee satisfaction surveys	P (ADP Marketplace)	NS	S	S
	Diversity succession planning	S	NS	P (SAP SuccessFactors)	NS
	Exit interviews	S	NS	S	NS
	Workforce management				
	Shift preference and availability selection	S	P (Sirenum)	S	NS
	Shift swapping/trading	S	P (Sirenum)	S	NS
	Vacation/shift bidding	S	P (Sirenum)	S	NS
	Live changes to employee schedules	S	P (Sirenum)	S	NS
	Rest-period alerts and notifications	S	P (Sirenum)	S	NS
	Fatigue management	S	P	S	NS
	Mobile time-off requests	S	P (Sirenum)	S	NS
	Employee support				
	Omnichannel HR help desk	NS	NS	P (Infor Enwisen)	NS
	Wellness programs	P (ADP Marketplace)	NS	P (LifeWorks WorkAngel)	NS
	Employee assistance programs	P (ADP Marketplace)	NS	P (LifeWorks WorkAngel)	NS
	Data visualization				
	Progress markers for shift/task/goal	S	S	S	NS
	Points, badges, leaderboards	S	S	P (LifeWorks WorkAngel)	NS
	Accruals and balances dashboard	S	S	S	NS
Services	Vendor services				
	Sensitivity training	P (ADP Marketplace)	NS	P	NS
	Burnout prevention	P (ADP Marketplace)	NS	P	NS
	Work/life balance	P (ADP Marketplace)	NS	P	NS
Product Technology	Mobility				
	HTML5	S	S	S	S
	Native apps	S	NS	S	S
	Delivery model				
	Cloud	S	S	S	S
	On premises	NS	NS	NS	NS
	Hybrid	NS	NS	NS	NS

Product Comparison		Deltek Talent Management	Fairsail	iCIMS	Kronos Workforce Central
	Number of Employees Supported (Sweet Spot)	10-1,000+	200-3,000		2,500-25,0000
Functionality	Talent acquisition				
	Passive candidate relationship management	S	S	S	NS
	Employer branding	S	S	S	S
	Recruitment marketing	S	S	S	S
	Mobile communication for candidate targeting (text, Facebook Messenger, etc.)	S	S	P	S
	Social media sourcing	S	S	S	S
	Referral engine	S	S	S	S
	Mobile job application submission	S	S	S	S
	Candidate feedback	NS	S	S	NS
	Country or cross-border employment eligibility verification	S	P (various)	P	NS
	New-hire onboarding cultural alignment (policies, dress code, ethics, etc.)	S	S	S	S
	Personalized new-hire onboarding (tasks, social networking, goals, training, etc.)	S	S	S	S
	Employee home and work location compliance form automation for federal and local tax and labor regulations (built-in data validation intelligence)	S	NS	P	S
	Core HR				
	Personalizable/user-configurable employee self-service	S	S	P	S
	Payroll deduction calculator	S	NS	P	S
	Benefits marketplace	S	S	P	S
	Benefits enrollment eligibility	S	S	P	S
	Declined benefits penalty calculator	S	NS	P	NS
	Internal transfer and promotion eligibility verification (includes work visas, certifications, etc.)	S	S	P	NS
	Work conditions employee feedback (health and safety, ergonomics, etc.)		S	P	NS
	Union relations portal		S	P	NS
	Talent management				
	Customer-feedback-driven performance reviews	S	S	P	S
	Continuous employee performance evaluation	S	S	P	S
	Social recognition	S	S	P	NS
	Employee rewards	S	S	P	NS
	Mentorship and coaching	S	S	P	NS
	Corporate social responsibility (employee volunteering)		S	P	NS
	Team relatability indicators and recommendations		S	P	NS
	Targeted learning and development plans	S	S	P	P (Cornerstone OnDemand)
	Flight risk indicators	S	S	P	NS
	Employee satisfaction surveys	S	S	P	NS
	Diversity succession planning	S	S	P	P (Cornerstone OnDemand)
	Exit interviews		S	P	NS
	Workforce management				
	Shift preference and availability selection	NS	NS	P	S
	Shift swapping/trading	NS	NS	P	S
	Vacation/shift bidding	NS	NS	P	S
	Live changes to employee schedules	NS	NS	P	S
	Rest-period alerts and notifications	NS	NS	P	S
	Fatigue management	NS	NS	P	S
	Mobile time-off requests	NS	S	P	S
	Employee support				
	Omnichannel HR help desk	NS	NS	NS	NS
	Wellness programs	NS	NS	NS	NS
	Employee assistance programs	NS	NS	NS	NS
	Data visualization				
	Progress markers for shift/task/goal	S	S	S	S
	Points, badges, leaderboards	NS	S	NS	S
	Accruals and balances dashboard	NS	S	P	S
Services	Vendor services				
	Sensitivity training	S	S	NS	NS
	Burnout prevention	S	S	NS	S
	Work/life balance	S	S	NS	S
Product Technology	Mobility				
	HTML5	S	S	NS	S
	Native apps	NS	S	S	NS
	Delivery model				
	Cloud	S	S	S	S
	On premises	NS	NS	NS	S
	Hybrid	NS	NS	NS	NS

Product Comparison		Kronos Workforce Ready	PageUp	Ramco HCM	SAP SuccessFactors
	Number of Employees Supported (Sweet Spot)	100-2,500	1,000-250,000+	2,000-100,000	
Functionality	Talent acquisition				
	Passive candidate relationship management	NS	S	NS	S
	Employer branding	S	S	S	S
	Recruitment marketing	S	S	NS	S
	Mobile communication for candidate targeting (text, Facebook Messenger, etc.)	NS	S	NS	S
	Social media sourcing	S	S	NS	S
	Referral engine	NS	S	S	S
	Mobile job application submission	NS	S	S	S
	Candidate feedback	S	S	S	S
	Country or cross-border employment eligibility verification	S	S	NS	P (First Advantage Verifications Inc.)
	New-hire onboarding cultural alignment (policies, dress code, ethics, etc.)	S	S	S	S
	Personalized new-hire onboarding (tasks, social networking, goals, training, etc.)	S	S	S	S
	Employee home and work location compliance form automation for federal and local tax and labor regulations (built-in data validation intelligence)	S	S	NS	S
	Core HR				
	Personalizable/user-configurable employee self-service	S	S	S	S
	Payroll deduction calculator	S	P	S	NS
	Benefits marketplace	S	P	NS	P (Benefitfocus)
	Benefits enrollment eligibility	S	P	S	P (Benefitfocus)
	Declined benefits penalty calculator	NS	P	NS	P (Benefitfocus)
	Internal transfer and promotion eligibility verification (includes work visas, certifications, etc.)	S	P	S	S
	Work conditions employee feedback (health and safety, ergonomics, etc.)	NS	P	S	S
	Union relations portal	NS	NS	NS	
	Talent management				
	Customer-feedback-driven performance reviews	S	S	NS	S
	Continuous employee performance evaluation	S	S	S	S
	Social recognition	NS	S	S	S
	Employee rewards	NS	NS	S	S
	Mentorship and coaching	NS	S	NS	S
	Corporate social responsibility (employee volunteering)	NS	NS	NS	S
	Team relatability indicators and recommendations	NS	S	S	S
	Targeted learning and development plans	P (Cornerstone OnDemand)	S	S	S
	Flight risk indicators	NS	S	S	S
	Employee satisfaction surveys	NS	NS	NS	P (Questionmark)
	Diversity succession planning	NS	S	S	S
	Exit interviews	S	S	S	S
	Workforce management				
	Shift preference and availability selection	S	NS	NS	P (WorkForce Software)
	Shift swapping/trading	S	NS	NS	P (WorkForce Software)
	Vacation/shift bidding	NS	NS	S	P (WorkForce Software)
	Live changes to employee schedules	S	NS	S	P (WorkForce Software)
	Rest-period alerts and notifications	S	NS	NS	P (WorkForce Software)
	Fatigue management	NS	NS	NS	P (WorkForce Software)
	Mobile time-off requests	S	NS	S	S
	Employee support				
	Omnichannel HR help desk	NS	NS	S	S
	Wellness programs	NS	NS	NS	
	Employee assistance programs	NS	NS	NS	
	Data visualization				
	Progress markers for shift/task/goal	NS	S	S	S
	Points, badges, leaderboards	NS	NS	NS	S
	Accruals and balances dashboard	NS	NS	NS	
Services	Vendor services				
	Sensitivity training	NS	NS	NS	
	Burnout prevention	NS	NS	NS	
	Work/life balance	NS	NS	NS	
Product Technology	Mobility				
	HTML5	S	S	S	S
	Native apps	S	S	NS	S
	Delivery model				
	Cloud	S	S	S	S
	On premises	NS	NS	S	NS
	Hybrid	NS	NS	S	S

Product Comparison		Sentric SentricWorkforce	StarGarden HCM	Workday HCM	WorkForce Suite
	Number of Employees Supported (Sweet Spot)	50-1,500	250-750	500-300,000+	1,000-100,000
Functionality	Talent acquisition				
	Passive candidate relationship management	S	S	S	P (SAP)
	Employer branding	S	S	S	P (SAP)
	Recruitment marketing	S	NS	S	P (SAP)
	Mobile communication for candidate targeting (text, Facebook Messenger, etc.)	NS	NS	S	P (SAP)
	Social media sourcing	NS	NS	P	P (SAP)
	Referral engine	NS	NS	S	P (SAP)
	Mobile job application submission	NS	S	S	P (SAP)
	Candidate feedback	NS	S	S	P (SAP)
	Country or cross-border employment eligibility verification	NS	NS	S	P (SAP)
	New-hire onboarding cultural alignment (policies, dress code, ethics, etc.)	S	S	S	P (SAP)
	Personalized new-hire onboarding (tasks, social networking, goals, training, etc.)	S	S	S	P (SAP)
	Employee home and work location compliance form automation for federal and local tax and labor regulations (built-in data validation intelligence)	S	S	S	P (SAP)
	Core HR				
	Personalizable/user-configurable employee self-service	S	S	S	P (SAP)
	Payroll deduction calculator	S	S	S	P (SAP)
	Benefits marketplace	S	NS	NS	P (SAP)
	Benefits enrollment eligibility	S	S	S	P (SAP)
	Declined benefits penalty calculator	NS	NS	S	P (SAP)
	Internal transfer and promotion eligibility verification (includes work visas, certifications, etc.)	S	S	S	P (SAP)
	Work conditions employee feedback (health and safety, ergonomics, etc.)	NS	S	S	P (SAP)
	Union relations portal	NS	NS	NS	NS
	Talent management				
	Customer-feedback-driven performance reviews	NS	S	S	P (SAP)
	Continuous employee performance evaluation	NS	S	S	P (SAP)
	Social recognition	NS	NS	S	P (SAP)
	Employee rewards	NS	S	NS	P (SAP)
	Mentorship and coaching	NS	S	S	P (SAP)
	Corporate social responsibility (employee volunteering)	NS	S	S	P (SAP)
	Team relatability indicators and recommendations	NS	S	S	P (SAP)
	Targeted learning and development plans	S	S	S	P (SAP)
	Flight risk indicators	NS	NS	S	P (SAP)
	Employee satisfaction surveys	NS	NS	S	P (SAP)
	Diversity succession planning	NS	S	S	P (SAP)
	Exit interviews	NS	S	S	P (SAP)
	Workforce management				
	Shift preference and availability selection	S (Attendance on Demand)	S	S	S
	Shift swapping/trading	NS	S	NS	S
	Vacation/shift bidding	NS	NS	S	S
	Live changes to employee schedules	P (Attendance on Demand)	S	S	S
	Rest-period alerts and notifications	P (Attendance on Demand)	S	S	S
	Fatigue management	NS	NS	S	S
	Mobile time-off requests	S	S	S	S
	Employee support				
	Omnichannel HR help desk	NS	NS	NS	NS
	Wellness programs	NS	NS	S	NS
	Employee assistance programs	NS	NS	S	NS
	Data visualization				
	Progress markers for shift/task/goal	S		S	NS
	Points, badges, leaderboards	NS		S	NS
	Accruals and balances dashboard	S	S	S	S
Services	Vendor services				
	Sensitivity training	NS	NS	NS	NS
	Burnout prevention	NS	NS	NS	NS
	Work/life balance	NS	NS	NS	NS
Product Technology	Mobility				
	HTML5	S	S	S	S
	Native apps	NS	S	S	NS
	Delivery model				
	Cloud	S	S	S	S
	On premises	NS	S	NS	S
	Hybrid	NS	NS	NS	NS





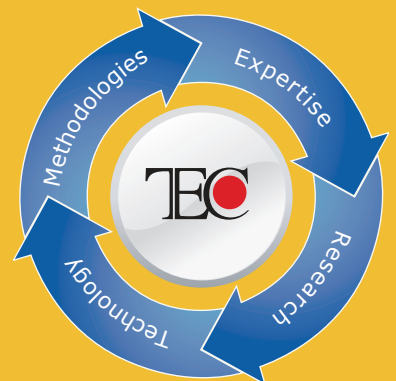
“While every technology deployment comes with its own unique set of challenges, the TEC process was more efficient from the perspective of both cost and time.”

—Bob Lloyd, Manager, Business and Logistics Solutions, Flakeboard Ltd.

## TEC's Enterprise Software Selection Services

Technology Evaluation Centers (TEC) is the impartial advocate for the enterprise software purchaser. TEC helps companies like yours choose the enterprise software solutions that best meet their unique business requirements. Our selection services can help ensure the success of your next software selection project—quickly, impartially, and cost-effectively.

TEC's approach combines comprehensive research, industry-leading decision support technology, a proven selection methodology, and the expertise of our analysts. We can help you



- bring objectivity and transparency to the selection process,
- choose the solution that best satisfies your specific business requirements,
- reduce the cost, risk, and duration of your selection project, and
- offer rational financial justifications, and provide a clear audit trail.

[selectionservices@tec-centers.com](mailto:selectionservices@tec-centers.com)

[www.technologyevaluation.com](http://www.technologyevaluation.com)

---

# WHY HR COMPLIANCE IS IMPORTANT FOR EMPLOYEES

by Raluca Druta, Senior HCM Analyst, Technology Evaluation Centers

---

## An Analyst's Point of View

An important role for HR in any organization is handling compliance, or, in other words, implementing all legislative rules and regulations that govern the relationship between employers and employees. These laws can be issued by federal, state/provincial, or municipal legislative entities that ensure fairness in the workplace and the protection of workers' rights. From forbidding child labor to setting the minimum wage or allowing workers to form unions, labor laws have had a tremendous contribution to improving the work/life balance of wage makers.

From an employer's point of view, compliance functions as a mediating agent that pushes organizations to continuously reconcile their own expectations for employees with the law. Compliance is applicable across a wide range of corporate and employee conduct. Organizations are subject to laws and regulation in diverse areas such as trade practices, accounting standards, occupational health and safety, environmental standards, equal employment opportunity, sexual harassment, industrial relations, and privacy.

Oftentimes, because of the administrative costs associated with staying abreast of regulations, compliance may be seen as detracting from growth efforts or as having a negative impact on the bottom line. To boot, it may be perceived as bureaucratic and a stalling factor for business performance. Consequently, organizations may misjudge the negative impact of non-compliance on employee engagement.

When employees show up to work, they should feel safe knowing that there are laws in place that protect their right to a salary, time off, breaks, health and safety, and equal opportunity. Although not all employers abide by the law and not all employees know where to seek help in case of abuse, workers provide their services to employers with the understanding that the working world is governed by relatively fair rules.

Compliance is the first step in establishing organizational ethics—a best-practice guide for how to treat employees. Indeed, some organizations are showing an interest in implementing workforce-related ethical standards to address employee disengagement in the workplace. According to a [2014 Gallup survey](#), about 70% of American workers do not feel engaged at work.

Furthermore, many see an imbalance between the value companies place on their employees and the value they place on maintaining competitiveness, increasing profits, and maximizing shareholder value. This type of management mentality can override the importance and value of morality and concern for people.

In response to this state of affairs, concepts such as corporate social responsibility (CSR) and sustainable development have become more and more important within corporate culture. And, while compliance is the foundation of such initiatives, on its own it does not suffice. It is critical that compliance measures are accompanied by efforts to foster and enhance an organization's ethical practices.

Focusing on compliance without the ethical sub-structure can lead to a mindset of "What is the least I have to do to comply?" in both employers and employees. This approach bypasses ethical considerations and does not amount to much in terms of improving working conditions and performance on the job.

To circle back to Kahn's conceptualization of engagement, there is a clear and direct relationship between his drivers of personal engagement and an organization's adoption of ethical business practice standards and commitment to a strong and unambiguous compliance policy. Indeed, all three psychological conditions that lead to personal engagement at work—meaningfulness, safety, and availability—indicate that a guarantee or pledge to protect the employee by following both labor laws and ethical norms is necessary.

For instance, a state of personal self-worth cannot be attained in a work environment where the employer may follow laws but does not recognize the contribution of its labor force in turning profits. And it is unlikely that employees will feel safe expressing themselves openly and creatively in a company that offers rewards in return for good work but which is notorious for breaking the law and putting the whole company at risk of paying large fines.

In order for a company to gain the confidence of its employees, executives must also understand the importance of business values such as openness and transparency (clearly both on the ethical side of the argument). Attention to such values promotes a sense of comfort among employees.

In short, strong leadership commitment to compliance and business ethics serves as the backbone of a company's growth, productivity, and overall success.



## The Technological Perspective

From an administrative angle, compliance requires organizing and classifying a considerable number of documents and forms in an effective manner. Companies have to periodically submit paperwork to government agencies, and documents must be easily retrieved for compliance audits.

Staying compliant also means companies must keep up with numerous yearly changes in legislation. For example, last year in the United States, a slew of changes to employment laws affected the minimum wage, health benefits, and the marital status of some workers. While much dreaded, legislation updates typically reflect social change. With social change come undiscovered or unattended issues that require action from governments and people in positions of power.

Clearly, HR practitioners require automation to tackle compliance challenges. Enterprise software vendors that invest in automating HR compliance typically employ labor law experts who ensure that legislation updates are reflected in the application. In so doing, they lower the risk of non-compliance for their clients. Such applications usually come with out-of-the-box compliance process configurations, data validation capabilities, and built-in forms.

One important benefit offered by HR compliance applications is that employee systems of record are typically designed using compliance data collection and storage requirements, thus protecting sensitive information and making information easily accessible for compliance reports and audits. Because compliance applications cover areas such as equal opportunity, affirmative action, mandatory training, and so on, compliance dashboards provide insights into workforce diversity and fair opportunity aspects that may not be immediately investigated by talent managers.

## Vendor Insight

TEC conducted interviews with HR compliance vendors, asking them to impart their perspectives to our audience. This section presents thought leadership from vendors that have built a reputation in HR compliance.

### Why is HR compliance important to employees?

**ADP:** “Companies face myriad challenges when it comes to HCM-related compliance, including payroll, tax credits and services, employee screening and selection, benefits/healthcare coverage, wage garnishments, and more. Without help, companies may find themselves non-compliant, which will impact the successful running of their companies.”

**Ceridian:** “This is not the sexiest topic in HR. While they don’t spend much time thinking about it, compliance is critical for employees. Examples include:

**Tax:** Withholding the right amount of taxes based on claim deductions is paramount. No one wants a tax bill when they file their taxes with the Internal Revenue Service (IRS).

**Contributions:** Retirement accounts—401K and individual retirement accounts (IRAs) specifically—have limits on contributions based on age, for example. If these contributions aren’t managed properly, the employees will have an accounting headache that could come with a tax bill.

**Benefits:** ACA is a big one. It is such a tough issue for companies to manage. And when companies struggle with it, the employees will have little guidance to manage it. Compliance becomes their headache if they end up signing up for an exchange plan when they’re not supposed to.

**General:** Compliance protects employees—scheduling proper shifts with proper rest, ensuring equal opportunity employment, and proper leave (the Family and Medical Leave Act [FMLA] for example) are all laws that make employees’ lives better.”

**Equifax:** “HR compliance is especially important during the onboarding process, as this is meant to inform employees of their responsibilities and provide critical details regarding their new job. Employees need to understand company policies and regulations so they know what is expected of them, can perform accordingly, and can avoid any disciplinary action.

Additionally, an employee benefits from being hired by employers who adopt processes to automate compliance with governmental new-hire requirements, such as I-9, E-Verify and even

the voluntary Work Opportunity Tax Credit (WOTC) screening. The consistency provided through automation leads to ease of completion for the employee, a quicker onboarding experience, and can also potentially provide increased protection for the new hire against discriminatory hiring practices. For example, a compliant I-9 process allows the new hire to provide their choice of documents from the government's list of acceptable documents, rather than the employer mandating the type of document to provide. Another example is the multitude of jobs that are filled each year by individuals from targeted hiring categories that provide WOTC eligibility to their employers. Employers that automate WOTC screening processes can proactively offer jobs to individuals who typically have barriers to finding jobs.

Equally as important are the many federal-, state- and municipal-required new-hire notifications that have been put in place to make employees aware of their rights. The quantities have increased and the types have evolved as governments seek to protect employees by ensuring they are educated and informed about their rights. Notifications span a wide range of topics from wage theft, paid sick leave, pregnancy accommodations, and more.



**Kronos:** “It surely isn’t because of the myriad complexities inherent in staying current with the details of new and changing regulations. HR compliance is important to employees because it is foundational to creating the kind of environment where they feel valued. As such, it is an essential element of good corporate governance, and critical to developing a sustainable culture of fairness, transparency, and accountability. Critical to meeting these objectives are technologies that automate and simplify the process of compliance, which by itself can improve morale for both managers and employees. For example, many HR compliance regulations are exceedingly complex and can have a direct impact on the work environment for employees, including the management of their pay, schedules, time off, and benefits. Putting in place automated processes for timekeeping, scheduling, leave tracking, and benefits eligibility not only increases efficiency but improves accuracy, fairness, and transparency—resulting in fewer errors, better compliance, higher levels of employee engagement, and ultimately, a better work environment.



**WorkForce Software:** “While employees recognize compliance as an important legal requirement that employers must uphold, they also see it as an issue of fairness. All the laws employers must comply with, from wage and hour laws to absence regulations, were designed to protect employees. Therefore, HR can leverage compliance as an opportunity to engender trust by making compliance processes transparent. For example, by making time tracking, scheduling, leave eligibility determinations, and pay calculations visible and available to employees through easy-to-use self-service tools, employers can strongly influence employee satisfaction and loyalty. In addition, using the same tools to demonstrate compliance with industry-specific regulations and internal policies makes the company’s commitment to employee safety and impartial employee treatment equally visible.



## What is the cost for companies lagging behind in HR compliance?

**ADP:** “Government regulations can be one of the most challenging aspects of compliance faced by businesses. Each year, federal, state, and local legislation and regulation requirements increase, which raises the risk of non-compliance. And non-compliance can be costly. In fact, the cost of non-compliance often involves more than possible government fines and penalties, criminal sanctions, and civil lawsuits. In addition, the time and labor involved in going back and re-doing paperwork, correcting existing errors, and filling out additional forms as a result of mistakes can cost businesses far more. Add to that the potential damaging impact the negative publicity can have on a company’s brand, and you see that something as seemingly basic as payroll can be a compliance challenge.”

**Ceridian:** “The cost varies depending on what HR issue they are not compliant with. I will point you to [this study](#) that discusses wage and hour compliance. The average cost of a settlement for wage and hour (back wages, unpaid overtime, misclassifying employees, failure to provide the legally mandated breaks, etc.) was \$5 million in the US. These are some of the biggest issues. Other issues, such as discrimination, could end up being very costly for companies as they typically come with class-action lawsuits. It gets a little less expensive with penalties for improper tax processing—see the IRS penalties [here](#)—but can still cost a lot of money.”

**Equifax:** “The risks of non-compliance are huge, from the financial impact and the potential damage to a company’s reputation to the ability to attract new employees and customers alike. For example, there are steep (and recently increased) penalties for failing to comply with issues such as federal Form I-9 regulations. As of August 1, 2016, fines for I-9 paperwork violations (such as missing or incorrect fields and dates beyond the allotted time for completion) were raised from a range of \$110-\$1,100 to a new range of \$216-\$2,156, almost doubling the fines. Employers who fail to appropriately screen all new hires for WOTC could be losing up to \$9,600 per qualified new hire. And it’s not just federal compliance that employers need to manage; there are state-imposed penalties as well. For example, employers that do not provide proper written notice to employees of the New York Wage Theft Prevention Act may have to pay damages of up to \$50 per day, per employee, unless they paid employees all wages required by law. (This stops at \$5,000 per employee in civil lawsuits filed by workers.)

But the costs of lagging behind in HR compliance go far beyond any government-imposed penalties. Failure to provide required notifications may lead to greater scrutiny by state or federal agencies. At the same time, increased scrutiny can make employers even more vulnerable to class

action lawsuits and potentially additional penalties for violations of other requirements discovered because of that increased scrutiny. In addition, a poor experience for a new hire in completing compliance requirements can impact their engagement and perception of the new employer.



**Kronos:** “Non-compliance poses significant risks for organizations. As just one case in point, recently announced changes to the Fair Labor Standards Act (FLSA) will soon reclassify a significant portion of the US workforce as newly eligible for overtime pay, impacting more than four million employees—and the Department of Labor (DOL) will be watching to ensure that employers are in compliance: over the past 15 years, FLSA suits increased 400%; violations were found in 79% of agency-initiated investigations; and, since 2009, more than \$1.6 billion in back wages have been recovered by its wage and hour division. But it’s not just FLSA compliance. The list of regulations and policies that require compliance within US organizations is lengthy, and includes Equal Employment Opportunity Commission (EEOC) hiring rules, ACA, Occupational Safety and Health Administration (OSHA), FMLA, I-9 forms, and, in many states and municipalities, new rules governing scheduling fairness. No matter what the compliance issue, when an employee files a claim or an auditor shows up, organizations need to be prepared to respond with confidence and speed. Moreover, a financial picture that only considers non-compliance fines doesn’t take into account the fact that compliance-reporting requirements (including tasks such as managing leave or ACA status) can be an administrative drain on organizations. Without the systems in place to automate or at least streamline compliance reporting, the costs and time associated with manual reporting can quickly rise, pulling from funds that could be better allocated to more strategic HR functions.



**WorkForce Software:** “Failure to demonstrate compliance carries significant direct and indirect costs for employers. In a recent survey, HR professionals named litigation and fines/penalties as their top compliance concerns, followed by damage to brand reputation and decline in employee morale. They recognize the threat of legal action and fines/penalties as real, and they know that non-compliance is also damaging to corporate culture on a broader scale. It only takes a single mistake, such as a process error calculating employee pay or failure to comply with an employee’s right to family leave, to break down trust. When such instances then go viral through social media, the costs become even greater and can even contribute to increased attrition rates and revenue losses.

Furthermore, the laws and regulations companies must comply with are constantly changing, making it even more difficult for HR to keep up. From local jurisdictions passing their own minimum wage requirements and paid sick leave laws to introducing highly nuanced job-protected leave types, the breadth of laws and regulations organizations need to demonstrate compliance with is staggering, especially for global organizations and those operating in multiple states or provinces. The more locations you have, the more laws you need to comply with—exponentially increasing the risks associated with non-compliance.



## Why is compliance necessary in HR? What role does it play?

**ADP:** “The number of regulations has grown rapidly. In 2015 alone, the US Federal Register (a government publication that issues proposed and final administrative regulations of federal agencies) included about 3,378 final rules and regulations. Many of these regulations touch businesses, and so they need a trusted partner to help them stay in compliance with changing rules and regulations so they can focus on successfully running their companies. And we lead by example by conducting our business with the highest level of integrity and always doing the right thing.”

**Ceridian:** “Everyone tells HR they need to be strategic, but that can’t be done unless they are sure the company doesn’t end up in the wrong section of the newspaper. The more they work to make sure they are compliant, the less HR is able to be a true business partner.”

**Equifax:** “HR compliance is necessary as it can help organizations protect their most valuable resource: their employees. In fact, HR compliance serves to protect both the employees and organizations alike. And in today’s digital, social, and litigious world, employers can’t afford to risk the bad publicity, backlash, or legal implications from failing to comply with HR regulations set in place to protect their employees.”

**Kronos:** “Although it continues to add more strategic functions to its overall role within an organization, including participating in strategic planning and management and acting as an important business partner to other functions, HR is ultimately responsible for the administration of policies and procedures, especially those affecting employees. While transactional activities around managing record-keeping and compliance remain central to HR, they are increasingly complex and expose organizations not only to the financial and legal risks of non-compliance but also to the potential loss of reputation as an employer of choice. Technology that automates and simplifies these processes can free up valuable resources to focus on the bigger picture, giving HR leaders the opportunity to spend more time managing organizational talent—and less on their compliance processes. Done right, this ultimately enables organizations to attract, nurture, and retain a productive and engaged workforce—one that is not just a cost of doing business, but a competitive advantage.”

**WorkForce Software:** “HR has the responsibility to demonstrate compliance across all employee groups and locations. Yet HR professionals also face increasing pressure to demonstrate business value and can benefit from the opportunity to prove measurable cost savings and efficiencies across the business while also fulfilling compliance demands. This keeps employees happy and serves HR’s needs at the same time. For instance, a digitized workforce management solution gives the organization complete visibility into compliance with applicable laws and regulations, backed by the data to prove that the solution is also helping HR address other business initiatives, such as reducing the time it takes to schedule employees, increasing employee engagement and productivity, and eliminating payroll errors. In the end, compliance is necessary to HR because it’s a requirement, but it can also provide measurable evidence that HR is successfully supporting the broader needs of the business.”



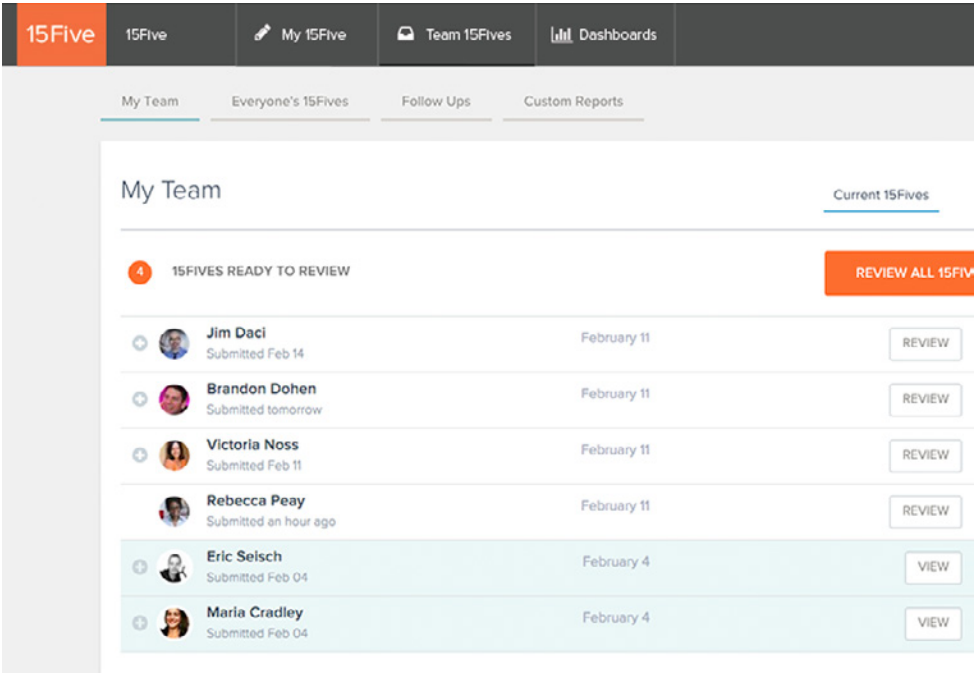
# NICHE EMPLOYEE ENGAGEMENT TECHNOLOGY

by Raluca Druta, Senior HCM Analyst, Technology Evaluation Centers

Niche vendors focus on a particular set of functions within the HCM or employee engagement technology market segment. The aim of niche products is rarely to remain dedicated to their initial, narrowly defined focus. Most add new modules or applications to their core product, while others are acquired by larger vendors, seeking to fill functionality gaps within the bigger companies' end-to-end suites.

The advantage of specialized products is that they cover an area in great depth, thus developing valuable expertise. Accumulated knowledge of a specific domain can be translated in features and functions as well as in consulting services to complement technology. Here are a few examples of niche employee engagement products:

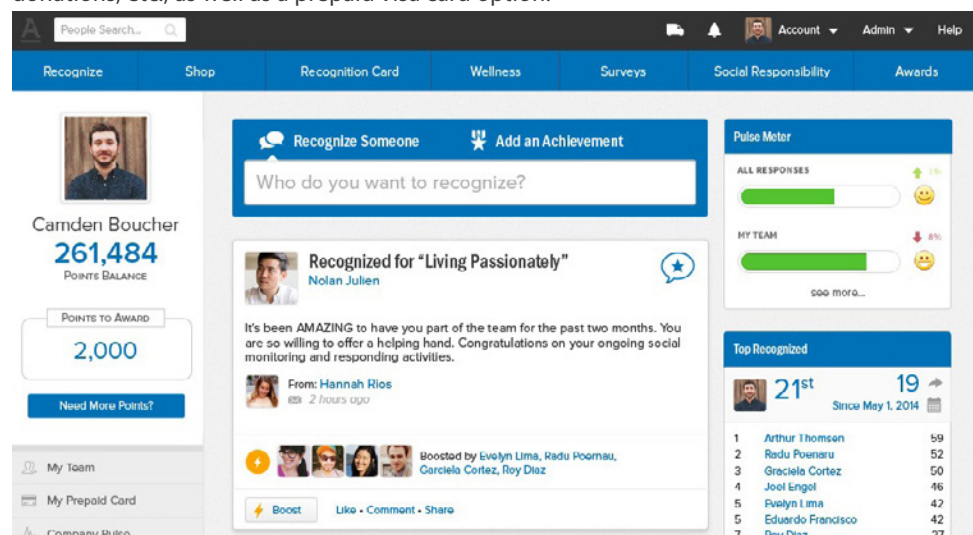
**15Five** is an employee feedback system that allows managers to monitor their teams' weekly or daily work by having employees take 15 minutes at a time to write a report describing the work they have done. The solution helps managers gain vision into daily or weekly tasks, as well as understand difficulties and achievements of their direct reports.



The 15Five team view

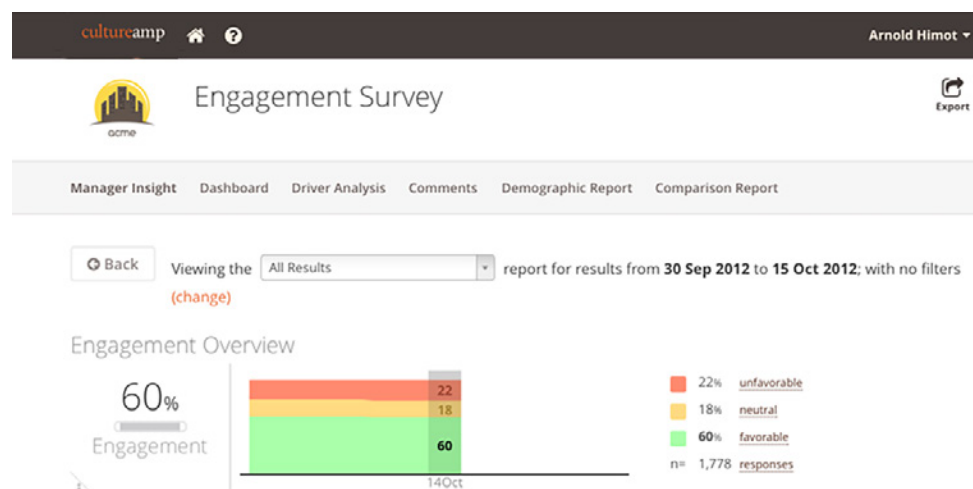


**Achievers** offers technology that supports employee recognition and rewards programs. The solution was created to encourage all employees in a company to recognize each other's performance on the job. As a result, employees accumulate points that then can lead to awards and perks. Achievers offers a large catalog of employee rewards that includes travel, charitable donations, etc., as well as a prepaid Visa card option.



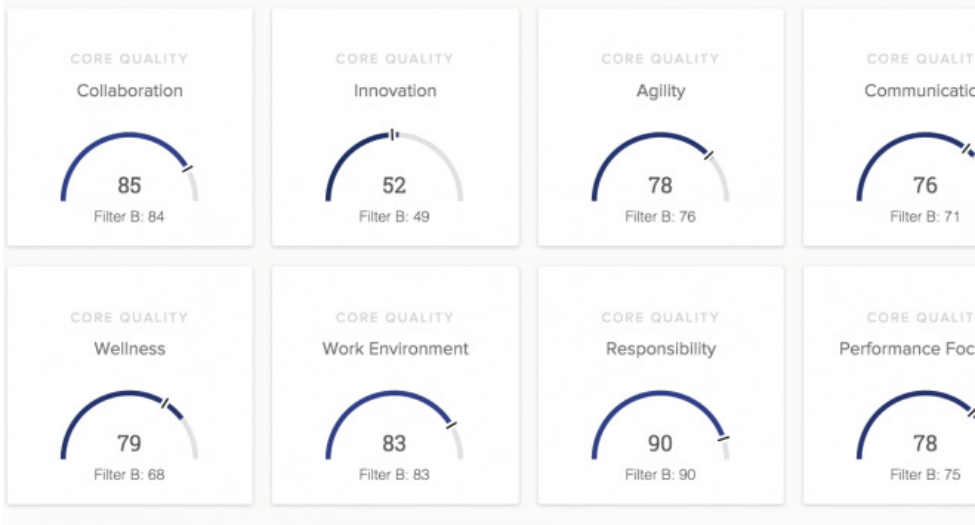
## Employee recognition in Achievers

**Culture Amp** provides employee survey technology that reflects the latest research in psychology and data science. The solution delivers various types of surveys—culture, employee lifecycle, manager effectiveness, etc. The vendor offers a new perspective on employee surveys and 360-degree reviews, as it provides expert insight into designing and analyzing survey data.



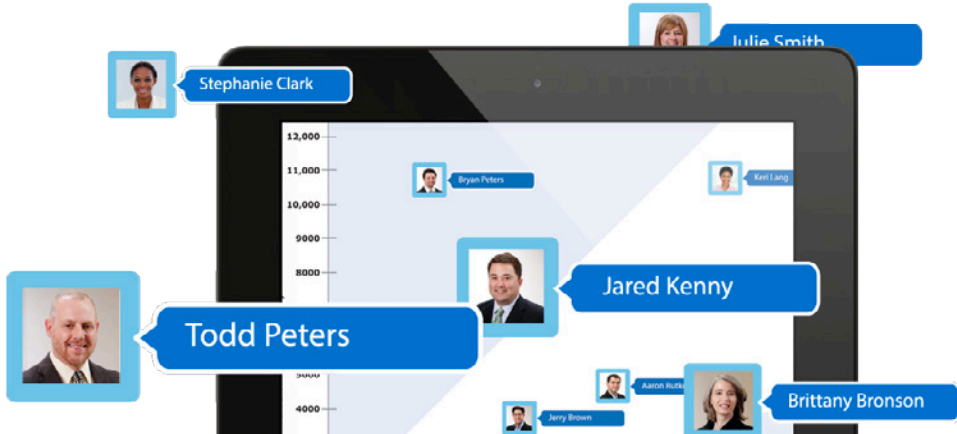
## Culture Amp survey results

**CultureIQ** is a software application that enables companies to gain insight into their organizational culture. The solution gathers employee feedback and helps line-of-business and talent managers analyze it to reveal a comprehensive picture of the underlying work culture. The vendor offers services to make sense of the data and design the best plan of action in response to potential negative aspects of a company's culture.



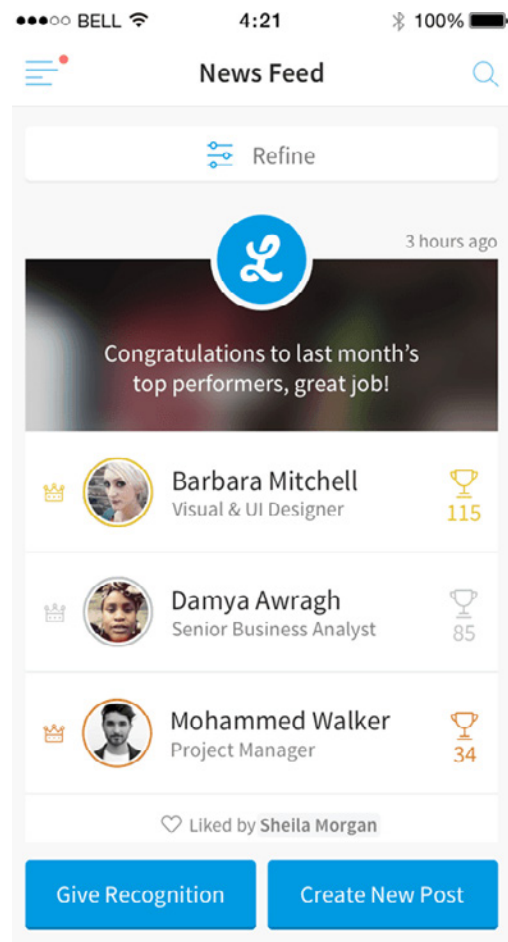
**Data analysis in CultureIQ**

**Globoforce** is a social recognition platform. Employees can praise each other for efforts and success at work. Companies can configure a set of desirable behaviors that are in line with its internal cultural values. Employees have access to global reward options, which include travel, entertainment, and so on. The solution comes with an analytics engine that enables managers to discover employee talent and map it across the organization.



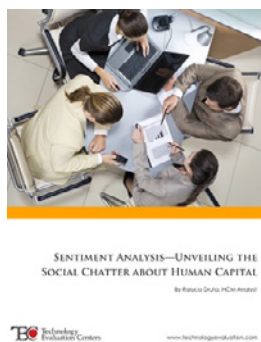
**Employee recognition using Globoforce**

**LifeWorks** provides an employee wellness and social recognition platform. The solution covers a wide range of wellness options: clinical support, financial perks, personal- and work-health issues prevention, etc. Social recognition capabilities encourage employees to recognize each other's merits and achievements and help organizations run surveys to gather employee feedback periodically.



**LifeWorks' news feed**

## Analyst Research



### Industry Report

What Social Chatter Reveals about HR Practices & How Sentiment Analysis Can Improve Your HR Game



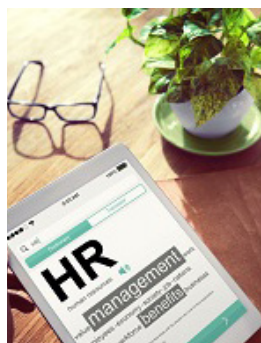
### Industry Report

HCM Best Practices for Midsize Businesses



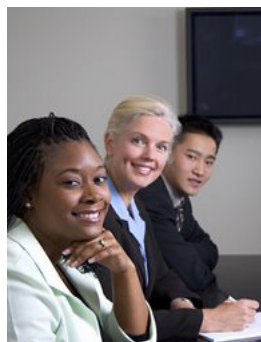
### Industry Report

Innovative HCM Technologies: A Look at Emerging Solutions for Recruitment and Employee Engagement



### Industry Report

HR Tech 2015 Conference Note—HR Strategies, New Technologies, and More



### Blog Post

Corporate Learning Management Systems—Technology that Nurtures Great Thinkers



### Blog Post

Top 4 HR Predictions for 2016: Service, Strategy, and More

## Software Evaluation Tools



### RFP Templates

#### Human capital management

Get detailed, customizable enterprise software feature lists for your human capital management software evaluation. RFP templates save you time, money, and resources by streamlining and simplifying your software selection process.



### Software Comparison Reports

#### Human capital management

TEC comparison reports make it easy to compare the functionality of industry-leading human capital management solutions side by side—down to a granular level. These comprehensive reports list hundreds of features and functions.



### Online Software Evaluation

#### Human capital management

Use TEC's online software evaluation system, TEC Advisor, to see how human capital management software solutions address your company's unique business requirements.

# What Sets TEC Apart



## How Is TEC Different from Other Software Research Firms?

Technology Evaluation Centers (TEC) is a unique player in the software evaluation and selection market. Unlike most other research firms, whose high-level opinion and analysis doesn't address the specifics of your unique context, TEC offers a specialized approach to software selection.

TEC's [team of professional analysts](#) provides deep expertise in application areas and industry segments. But we also base all conclusions on a multitude of data that fuels our quantitative [decision support system](#). We're experts at identifying and prioritizing complete requirements—no approximations—while following an efficient and proven project management approach.

We are enterprise software selection geeks, and we love what we do.

From Southwest Airlines to Kate Spade, and from Johns Hopkins to Honda, our clients have rewarded us with consistently high approval ratings. Here are just a few reasons why companies of all sizes appreciate the assistance and expertise of TEC for their software selection projects.



## A 360-degree Approach

Most research firms provide high-level information and general contextualization of software solutions. They employ varying decision factors for each report, and may fail to address the subjective factors in a company's context. Most offer general information on features and functions, leaving you to find out later how many of your specific requirements are not completely met out of the box. This can cost you valuable time and resources.

TEC considers all decision factors—your business drivers, your functional requirements list from across all teams, and your current and future ambitions—and combines them with our vast database of software functionality. We provide objective visibility on the gaps between each shortlisted solution and your requirements, so you know what you're getting into before you make a crucial software commitment.

We also take into account [subjective criteria](#), such as ease of use, implementer and value-added reseller (VAR) considerations, corporate culture fit, and client reviews of your shortlisted vendors.



# What Sets TEC Apart



## Agnostic, Data-driven Methodology

Most other enterprise software research firms will offer lists of vendors they're predisposed to recommend, and high-level reports that guide you towards the right group of software solutions for your enterprise.

In contrast, TEC's software selection methodology is optimized for thoroughness and efficiency, highly defined, and time tested.

First, we are agnostic. We help you score and analyze what's important to you, and we don't recommend one solution over another. We don't have to: the data speaks for itself.

We have the unique benefit of an in-house quantitative decision support system populated with extensive feature and function data from most enterprise software solutions on the market. [TEC Advisor](#) allows a user to indicate their detailed requirements and the degree of importance for each one. It then returns a long-list of solutions that meet your needs, showing in detail how closely each solution meets each of your requirements, and allowing you to alter requirements and priorities for on-the-fly hypotheticals. All TEC Advisor results are instantly available in report form.



## Defined and Transparent Project Management

Our Selection Consultants can walk you through the use of TEC Advisor, or take over the project management responsibilities of your entire enterprise software hunt.

With our help, you'll move from a complete, efficient requirements gathering stage to a straightforward request-for-information (RFI) exercise that reflects your custom criteria. We deal with the vendors on your behalf, and [facilitate live demos](#) of shortlisted solutions. The process takes into account all decision factors—including your scoring of vendor demos—and builds consensus while establishing an audit trail for complete transparency. Finally, we produce the kind of clear and thorough reporting that you can take to your CEO with confidence.

# What Sets TEC Apart



## Full Service in Record Time

Once you've discovered the best software for your business, we can help make your negotiations competitive: TEC's Selection Consultants can suggest ways to better tailor vendor agreements to your needs. We also provide [implementation advice](#) and optional formal oversight to ensure efficiency and help you avoid the infamous headaches and budget overruns of this complex stage.

Engaging a regular research firm to help you find the way to the right software solution for your company can be a bit like buying a house without a thorough inspector's report: it may look fine on the surface, but there may be [a lot of costly surprises](#).

Companies of all sizes have saved considerable time and money by engaging with TEC's specialized approach to software selection at an average of two to four months from start to finish. Find out more about how [TEC can help your company select and implement the right software](#) for your business.





# VENDOR DIRECTORY

# Vendor Directory

Vendor	Website	Twitter
<b>ADP</b>	<a href="http://www.adp.com">www.adp.com</a>	@ADP
<b>15Five</b>	<a href="http://www.15five.com">www.15five.com</a>	@15Five
<b>Accenture</b>	<a href="http://www.accenture.com">www.accenture.com</a>	@Accenture
<b>Achievers</b>	<a href="http://www.achievers.com">www.achievers.com</a>	@Achievers
<b>Adrenalin eSystems</b>	<a href="http://www.myadrenalin.com">www.myadrenalin.com</a>	@adrenalinHRMS
<b>Advantage Payroll Services</b>	<a href="http://www.advantagepayroll.com">www.advantagepayroll.com</a>	
<b>Aon</b>	<a href="http://www.aon.com/human-capital-consulting">www.aon.com/human-capital-consulting</a>	@AonHewitt
<b>Aragon-eRH</b>	<a href="http://www.aragon-erh.com">www.aragon-erh.com</a>	@Aragon_eRH
<b>Attendance on Demand</b>	<a href="http://www.attendanceondemand.com">www.attendanceondemand.com</a>	@AoDCorp
<b>Axonify</b>	<a href="http://www.axonify.com">www.axonify.com</a>	@Axonify
<b>BAASS Business Solutions</b>	<a href="http://www.baass.com/hris">www.baass.com/hris</a>	@baassbiz
<b>BambooHR</b>	<a href="http://www.bamboohr.com">www.bamboohr.com</a>	@bamboohr
<b>BDIFocus</b>	<a href="http://www.businessdecisions.com">www.businessdecisions.com</a>	
<b>Benefitfocus</b>	<a href="http://www.benefitfocus.com">www.benefitfocus.com</a>	@Benefitfocus
<b>BeneTrac, a Paychex Company</b>	<a href="http://www.benetrac.com">www.benetrac.com</a>	
<b>Brainier Solutions</b>	<a href="http://www.brainiersolutions.com">www.brainiersolutions.com</a>	@brainiersol
<b>Bullhorn</b>	<a href="http://www.bullhorn.com">www.bullhorn.com</a>	@Bullhorn
<b>Bullseye Engagement</b>	<a href="http://www.bullseyeengagement.com">www.bullseyeengagement.com</a>	@BullseyePM
<b>CallidusCloud</b>	<a href="http://www.callidussoftware.com">www.callidussoftware.com</a>	@CallidusCloud
<b>Cangrade</b>	<a href="http://www.cangrade.com">www.cangrade.com</a>	@Cangrade
<b>Capgemini</b>	<a href="http://www.capgemini.com">www.capgemini.com</a>	@Capgemini
<b>Castlight Health</b>	<a href="http://www.castlighthealth.com">www.castlighthealth.com</a>	@CastlightHealth
<b>Causecast</b>	<a href="http://www.causecast.com">www.causecast.com</a>	@Causecast
<b>CEB</b>	<a href="http://www.cebglobal.com">www.cebglobal.com</a>	
<b>Cegos</b>	<a href="http://www.cegos.com">www.cegos.com</a>	@Cegos
<b>Celergo</b>	<a href="http://www.celergo.com">www.celergo.com</a>	@CelergoLLC
<b>CEM Business Solutions</b>	<a href="http://www.cembs.com">www.cembs.com</a>	@CEMBSglobal
<b>Ceridian</b>	<a href="http://www.ceridian.com">www.ceridian.com</a>	@Ceridian
<b>Cezanne HR</b>	<a href="http://www.cezannehr.com">www.cezannehr.com</a>	@CezanneHR
<b>Chronus</b>	<a href="http://www.chronus.com">www.chronus.com</a>	@ChronusSoftware
<b>ClickSoftware</b>	<a href="http://www.clicksoftware.com">www.clicksoftware.com</a>	@ClickSoftware
<b>Computer Sciences Corp</b>	<a href="http://www.csc.com">www.csc.com</a>	@CSC
<b>CoreCentive</b>	<a href="http://www.corecentive.com">www.corecentive.com</a>	@CoreCentive
<b>Cornerstone OnDemand</b>	<a href="http://www.cornerstoneondemand.com">www.cornerstoneondemand.com</a>	@CornerstoneInc
<b>CoursePeer</b>	<a href="http://www.coursepeer.com">www.coursepeer.com</a>	@CoursePeer
<b>Culture Amp</b>	<a href="http://www.cultureamp.com">www.cultureamp.com</a>	@CultureAmp
<b>CultureIQ</b>	<a href="http://www.cultureiq.com">www.cultureiq.com</a>	@CultureIQ
<b>Decisyon</b>	<a href="http://www.decisyon.com">www.decisyon.com</a>	@Decisyon

# Vendor Directory

Vendor	Website	Twitter
<b>Deloitte</b>	<a href="http://www.deloitte.com">www.deloitte.com</a>	@Deloitte
<b>Desire2Learn</b>	<a href="http://www.desire2learn.com">www.desire2learn.com</a>	@Brightspace
<b>Empower Software Solutions</b>	<a href="http://www.empowersoftware.com">www.empowersoftware.com</a>	
<b>Entelo</b>	<a href="http://www.entelo.com">www.entelo.com</a>	@Entelo
<b>Epicor Software Corporation</b>	<a href="http://www.epicor.com">www.epicor.com</a>	@Epicor
<b>eQuest</b>	<a href="http://www.equest.com">www.equest.com</a>	@eQuestLLC
<b>Equifax</b>	<a href="http://www.equifax.com">www.equifax.com</a>	@Equifax
<b>ExponentHR</b>	<a href="http://www.exponenttechnologies.com">www.exponenttechnologies.com</a>	@exponenthr
<b>FinancialForce</b>	<a href="http://www.financialforce.com">www.financialforce.com</a>	@FinancialForce
<b>Fuel50</b>	<a href="http://www.fuel50.com">www.fuel50.com</a>	@Annefuel50
<b>Glassdoor</b>	<a href="http://www.glassdoor.com">www.glassdoor.com</a>	@Glassdoor
<b>Globoforce</b>	<a href="http://www.globoforce.com">www.globoforce.com</a>	@Globoforce
<b>Greenhouse</b>	<a href="http://www.greenhouse.io">www.greenhouse.io</a>	@Greenhouse
<b>Gusto</b>	<a href="http://www.gusto.com">www.gusto.com</a>	@GustoHQ
<b>Halogen Software</b>	<a href="http://www.halogensoftware.com">www.halogensoftware.com</a>	@HalogenSoftware
<b>Harvest HCM</b>	<a href="http://www.harvesthcm.com">www.harvesthcm.com</a>	@HarvestHCM
<b>HealthcareSource</b>	<a href="http://www.healthcaresource.com">www.healthcaresource.com</a>	@quality_talent
<b>High Line Corporation</b>	<a href="http://www.highlinecorp.com">www.highlinecorp.com</a>	
<b>HireIQ Solutions</b>	<a href="http://www.hireiqinc.com">www.hireiqinc.com</a>	@HireIQinc
<b>HireVue</b>	<a href="http://www.hirevue.com">www.hirevue.com</a>	@hirevue
<b>HP</b>	<a href="http://www.hp.com">www.hp.com</a>	@HP
<b>HR Performance Solutions</b>	<a href="http://www.hrperformancesolutions.net">www.hrperformancesolutions.net</a>	@HRPerfSolutions
<b>HRIZONS</b>	<a href="http://www.hrizons.com">www.hrizons.com</a>	@HRIZONS
<b>HRsmart by Deltek</b>	<a href="http://www.hrsmart.com">www.hrsmart.com</a>	@HRsmart
<b>HRsoft</b>	<a href="http://www.hrsoft.com">www.hrsoft.com</a>	@HRsoft_Inc
<b>Huron Consulting Group</b>	<a href="http://www.huronconsultinggroup.com">www.huronconsultinggroup.com</a>	@Huron
<b>IBM</b>	<a href="http://www.ibm.com">www.ibm.com</a>	@IBM
<b>IBM Kenexa</b>	<a href="http://www.kenexa.com">www.kenexa.com</a>	@IBMSmtWorkforce
<b>iCIMS</b>	<a href="http://www.icims.com">www.icims.com</a>	@iCIMS
<b>ILX Group</b>	<a href="http://www.ilxgroup.com">www.ilxgroup.com</a>	@ILXGroup
<b>Infinisource Benefit Services</b>	<a href="http://www.infinisource.com">www.infinisource.com</a>	@Infinisource
<b>Infor</b>	<a href="http://www.infor.com">www.infor.com</a>	@Infor_HCM
<b>InfoTronics</b>	<a href="http://www.infotronics.com">www.infotronics.com</a>	
<b>Insperty</b>	<a href="http://www.insperity.com">www.insperity.com</a>	@Insperty
<b>Intuit</b>	<a href="http://www.intuit.com">www.intuit.com</a>	@Intuit
<b>Intuition</b>	<a href="http://www.intuition.com">www.intuition.com</a>	@intuition_com
<b>Jobvite</b>	<a href="http://www.jobvite.com">www.jobvite.com</a>	@Jobvite
<b>Kainos</b>	<a href="http://www.kainos.com">www.kainos.com</a>	@KainosSoftware

# Vendor Directory

Vendor	Website	Twitter
<b>KPMG</b>	<a href="http://www.kpmg.com">www.kpmg.com</a>	@KPMG
<b>Kronos</b>	<a href="http://www.kronos.com">www.kronos.com</a>	@KronosInc
<b>LBi Software</b>	<a href="http://www.lbisoftware.com">www.lbisoftware.com</a>	@LBiSoftware
<b>Learning Nexus</b>	<a href="http://www.learningnexus.co.uk">www.learningnexus.co.uk</a>	@learningnexus
<b>Lever</b>	<a href="http://www.lever.co">www.lever.co</a>	@Lever
<b>LifeWorks</b>	<a href="http://www.lifeworks.com">www.lifeworks.com</a>	@LifeWorks
<b>Logi-Serve</b>	<a href="http://www.logi-serve.com">www.logi-serve.com</a>	@LogiServe
<b>Lumesse</b>	<a href="http://www.lumesse.com">www.lumesse.com</a>	@Lumesse
<b>Maxwell Health</b>	<a href="http://www.maxwellhealth.com">www.maxwellhealth.com</a>	@maxwellhealth
<b>Mercer</b>	<a href="http://www.mercer.com">www.mercer.com</a>	@mercereinsights
<b>Meridian Knowledge Solutions</b>	<a href="http://www.meridianks.com">www.meridianks.com</a>	@MeridianKS
<b>Meta4</b>	<a href="http://www.meta4.com">www.meta4.com</a>	@Meta4_GlobalHR
<b>Meteorix by IBM</b>	<a href="http://www.meteorix.com">www.meteorix.com</a>	
<b>Microsoft Dynamics</b>	<a href="http://www.microsoft.com/en-ca/dynamics/erp-ax-overview.aspx">www.microsoft.com/en-ca/dynamics/erp-ax-overview.aspx</a>	@MSFTDynamics
<b>Monster</b>	<a href="http://www.monster.com">www.monster.com</a>	@Monster
<b>Moodle</b>	<a href="http://www.moodle.org">www.moodle.org</a>	@moodle
<b>Nakisa</b>	<a href="http://www.nakisa.com">www.nakisa.com</a>	@NakisaInc
<b>Namely</b>	<a href="http://www.namely.com">www.namely.com</a>	@NamelyHR
<b>NetSuite</b>	<a href="http://www.netsuite.com/portal/products/netsuite/erp/hcm.shtml">www.netsuite.com/portal/products/netsuite/erp/hcm.shtml</a>	@NetSuite
<b>Newton</b>	<a href="http://www.newtonsoftware.com">www.newtonsoftware.com</a>	@NewtonSoftware
<b>NGAHR</b>	<a href="http://www.ngahr.com">www.ngahr.com</a>	@NGAHR
<b>nGenx</b>	<a href="http://www.ngenx.com">www.ngenx.com</a>	
<b>Nimble Schedule</b>	<a href="http://www.nimbleschedule.com">www.nimbleschedule.com</a>	@NimbleSchedule
<b>Notilus</b>	<a href="http://www.notilus.com">www.notilus.com</a>	
<b>NOVAtime</b>	<a href="http://www.novatime.com">www.novatime.com</a>	@NOVAtimeCorp
<b>NOW Solutions</b>	<a href="http://www.nowsolutions.com">www.nowsolutions.com</a>	@nowsolutions
<b>NuView Systems by Ignite</b>	<a href="http://www.ignitetech.com/solutions/for-human-resources">www.ignitetech.com/solutions/for-human-resources</a>	@NuViewSystems
<b>OneSource Virtual</b>	<a href="http://www.onesourcevirtual.com">www.onesourcevirtual.com</a>	@OneSourceV
<b>Oracle</b>	<a href="http://www.oracle.com/applications/human-capital-management/index.html">www.oracle.com/applications/human-capital-management/index.html</a>	@OracleHCM
<b>OrgVue</b>	<a href="http://www.orgvue.com">www.orgvue.com</a>	@OrgVue
<b>PageUp</b>	<a href="http://www.pageuppeople.com">www.pageuppeople.com</a>	@PageUpPeople
<b>Paychex</b>	<a href="http://www.paychex.com">www.paychex.com</a>	@Paychex
<b>Paycor</b>	<a href="http://www.paycor.com">www.paycor.com</a>	@PaycorInc
<b>PeopleFluent</b>	<a href="http://www.peoplefluent.com">www.peoplefluent.com</a>	@PeopleFluent
<b>Peoplenext</b>	<a href="http://www.peoplenext.com.mx">www.peoplenext.com.mx</a>	@PeopleNext

# Vendor Directory

Vendor	Website	Twitter
<b>PwC</b>	<a href="http://www.pwc.com">www.pwc.com</a>	@PwC_LLPL
<b>QUEsocial</b>	<a href="http://www.quesocial.com">www.quesocial.com</a>	@QUEsocial
<b>Ramco Systems</b>	<a href="http://www.ramco.com">www.ramco.com</a>	@RamcoSystems
<b>Saba Software</b>	<a href="http://www.saba.com">www.saba.com</a>	@SabaSoftware
<b>Sage</b>	<a href="http://www.sage.com/ca/sage-hrms">www.sage.com/ca/sage-hrms</a>	@SageNAmerica
<b>SAP</b>	<a href="http://www.sap.com">www.sap.com</a>	
<b>SAP SuccessFactors</b>	<a href="http://www.successfactors.com">www.successfactors.com</a>	@successfactors
<b>Sapien</b>	<a href="http://www.sapiensoftware.com">www.sapiensoftware.com</a>	@Sapien_HRMS
<b>Sentric</b>	<a href="http://www.sentric.net">www.sentric.net</a>	@SentricInc
<b>Sierra-Cedar</b>	<a href="http://www.sierra-cedar.com">www.sierra-cedar.com</a>	@SierraCedar
<b>SilkRoad</b>	<a href="http://www.silkroad.com">www.silkroad.com</a>	@silkroadtweets
<b>Simplepay.ca</b>	<a href="http://www.simplepay.ca">www.simplepay.ca</a>	@simplepaycanada
<b>SimplyDigi</b>	<a href="http://www.simplydigi.com">www.simplydigi.com</a>	@SimplyDigi_LMS
<b>Skillsoft</b>	<a href="http://www.skillsoft.com">www.skillsoft.com</a>	@Skillsoft
<b>Small Improvements</b>	<a href="http://www.small-improvements.com">www.small-improvements.com</a>	@smallimprove
<b>Softworks</b>	<a href="http://www.softworks.com">www.softworks.com</a>	@softworksLtd
<b>Sopra HR Software</b>	<a href="http://www.soprahr.com">www.soprahr.com</a>	
<b>StarGarden</b>	<a href="http://www.stargarden.com">www.stargarden.com</a>	@StarGardenCorp
<b>SumTotal Systems, a Skillsoft Company</b>	<a href="http://www.sumtotalsystems.com">www.sumtotalsystems.com</a>	@SumTotalSystems
<b>SwipeClock Workforce Management</b>	<a href="http://www.swipeclock.com">www.swipeclock.com</a>	@SwipeClock
<b>SwoopTalent</b>	<a href="http://www.swooptalent.com">www.swooptalent.com</a>	@SwoopTalent
<b>Talemetry</b>	<a href="http://www.talemetry.com">www.talemetry.com</a>	@talemetry
<b>TalentBin by Monster</b>	<a href="http://www.talentbin.com">www.talentbin.com</a>	@TalentBinHiring
<b>Talentsoft</b>	<a href="http://www.talentsoft.com">www.talentsoft.com</a>	@Talentsoft
<b>Talmetrix</b>	<a href="http://www.talmetrix.com">www.talmetrix.com</a>	@Talmetrix
<b>Technomedia</b>	<a href="http://www.technomedia.com">www.technomedia.com</a>	@TechnomediaNA
<b>Thomsons Online Benefits</b>	<a href="http://www.thomsons.com">www.thomsons.com</a>	@ThomsonsOnline
<b>TRAXPayroll</b>	<a href="http://www.traxpayroll.com">www.traxpayroll.com</a>	
<b>Ultimate Software</b>	<a href="http://www.ultimatesoftware.com">www.ultimatesoftware.com</a>	@UltimateHCM
<b>Vado</b>	<a href="http://www.vadoinc.net">www.vadoinc.net</a>	
<b>Vibe HCM</b>	<a href="http://www.vibehcm.com">www.vibehcm.com</a>	@cfactorworks
<b>ViewsHub</b>	<a href="http://www.viewshub.com">www.viewshub.com</a>	
<b>Visibility Software</b>	<a href="http://www.visibilitysoftware.com">www.visibilitysoftware.com</a>	@VisSoft
<b>Visier</b>	<a href="http://www.visier.com">www.visier.com</a>	@VisierAnalytics
<b>Willis Towers Watson</b>	<a href="http://www.talentreward.com">www.talentreward.com</a>	@talentreward
<b>Workday</b>	<a href="http://www.workday.com">www.workday.com</a>	@Workday
<b>WorkForce Software</b>	<a href="http://www.workforcesoftware.com">www.workforcesoftware.com</a>	@WorkForceSW
<b>Zenefits</b>	<a href="http://www.zenefits.com">www.zenefits.com</a>	@Zenefits

## ABOUT THE AUTHOR



**Raluca Druta** is TEC's senior human capital management (HCM) analyst. She holds a graduate diploma in computer science, and brings in-depth knowledge of various industries and their related business fields to TEC's research. She has experience as a consultant for IT firms in the areas of conflict management resolution and recruiting and staffing.

She has also implemented feedback management software and trained end users and administrators in higher education institutions. Druta is proficient in customer-facing activities and project management, and has a working familiarity with customer and employee issues common to the retail, logistics, and fashion industries. Her background knowledge of website design and SEO further inform her understanding of critical enterprise software components.



# TEC 2016 HUMAN CAPITAL MANAGEMENT BUYER'S GUIDE

## EDITORIAL AND DESIGN

CONTRIBUTING AUTHOR: Erin Spencer

MANAGING EDITOR: Isabella Kratynski

EDITORS: Melanie Law, Catherine Muir

CREATIVE DIRECTOR: Falasteen Alfranji

## ANALYST GROUP

DIRECTOR, ANALYST SERVICES: Sarah Gibson

LEAD ANALYST: Raluca Druta

## SALES AND MARKETING

VENDOR RELATIONS: Seymour Walden

MARKETING: Hanna Hakio

SOFTWARE SELECTION SERVICES: Michael Thaw

OCTOBER 2016



## Technology Evaluation Centers Inc.

740 St. Maurice, 4th Floor

Montreal, QC H3C 1L5

Canada

Phone: +1 514-954-3665, ext. 404

Toll-free: 1-800-496-1303

Fax: +1 514-954-9739

Email: [buyersguide@technologyevaluation.com](mailto:buyersguide@technologyevaluation.com)

Website: [www.technologyevaluation.com](http://www.technologyevaluation.com)

The information included herein reflects the latest research conducted by TEC's analysts. Said information may have changed at the time of publication and does not constitute representations on behalf of present vendors for, without limitations, functionality, upgrades, delivery, or development. The reader should not rely solely on the information herein for software selection related decisions. TEC makes no guarantees with respect to the accuracy of said information.

TEC, TEC Advisor, and ERGO are trademarks of Technology Evaluation Centers Inc.

All other company and product names may be trademarks of their respective owners. © Technology Evaluation Centers Inc. All rights reserved.