HR and Technology:
Best Practices
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Roadmap

- Paperless (less paper) HR
- HRIS/HRMS
- BOYD
- Social Media
- Why technology projects fail

Paperless (less paper) HR

- What can be electronically stored?
  - Most employment records
  - But, not . . .
    - COBRA notices
    - HIPAA certificates of creditable coverage
  - Extensive electronic storage requirements for I-9s
  - W-4s can be phone/electronic
  - Consent required for sending electronic W-2s

Paperless (less paper) HR

- Follow [U.S. Dept. of Labor guidelines](#) on electronic recordkeeping for pension/welfare benefit plans
  - System has reasonable controls to ensure the integrity, accuracy, authenticity and reliability of the records
  - Records maintained in reasonable order, in a safe and accessible place, and in a manner that can be readily inspected or examined
  - Records readily converted into legible and readable paper copy
  - Adequate records management practices established and implemented

Paperless (less paper) HR

- E-signatures equal to written if:
  - Unique to person using it,
  - Capable of verification,
  - Under sole control of person using it, and
  - Linked to data such that signature is secure.
- But, software needed can be expensive

Paperless (less paper) HR

- Paperless Payroll
  - Cost-effective
  - Reduced administrative burden
  - But, state law may prohibit compelling direct deposit
  - Pay cards instead of live checks?
  - All employee access to private computer/printer

Paperless (less paper) HR

- Business Continuity/Disaster Recovery
  - Personnel, sites, IT systems and applications, communication tools, equipment and supplies
  - Records must be retrievable at any time
  - Plan for the worst
  - Off-site tape/drive back-ups or electronic vaulting
  - Cloud/SAS technology
  - http://www.ready.gov/

HRIS/HRMS

- HR Information/Management Systems
  - Software or web-based solutions for the entry, tracking, and reporting needs of HR, payroll, and management functions of a business
  - Automate previously manual tasks
  - May be more efficient and allow for better data management, reporting, and analysis

HRIS/HRMS

- Commonly used for:
  - Production and distribution of reports
  - Accuracy of data
  - Security of data
  - Currency/timeliness of data
  - Presentation of data to top management

- Emerging areas:
  - Employee self-service
    - Kiosks to change personal info, benefits elections, W-4 data
  - Talent management
    - Identify high-performers
    - Identify critical skills and knowledge
  - HR metrics – more forecasting

- When selecting, consider:
  - Why do you need it?
  - What is your budget?
  - Who should help with selection?
  - Will it integrate with other existing systems?
  - Will it grow with the organization?

Develop needs/wants list before you shop

- When selecting, consider:
  - Off-the-shelf vs. customizable
  - Security measures
  - Mainframe vs. cloud/SAS

BYOD (Bring Your Own Device)

- Allow or not?
- Concerns
  - Access?
    - Limited – Company systems
    - Secure – personal device
  - Support/protection
  - Remote wipe at loss/termination

BYOD (Bring Your Own Device)

- Emerging legal issues
  - Privacy
    - Employee acknowledgement/agreement
    - Pay for all or a portion
  - Wage/hour
  - Inappropriate use/Harassment?

Social Media

- Branding
- Recruiting
- Screening
  - Not everything is relevant
  - Requiring passwords?
  - Attempts to gain unauthorized access

Social Media

- Discipline/discharge?
  - How bad can the employee hurt you?
  - What would you do if social media was not involved?
- Employee NLRA Section 7 rights
  - Protected concerted activity vs. personal gripe
  - NLRB activity

Social Media

- Policies can prohibit
  - Disclosure of proprietary/nonpublic info and trade secrets
  - Defamation
  - Malicious conduct or harassment
- Be cautious about
  - Prohibiting use of logos
  - Prohibiting saying anything bad about you
  - Prohibit talking to third parties/media
  - Prohibiting talking about terms of employment

Why Technology Projects Fail

- Tool does not meet business needs
- Tech doesn't solve poor program design
- Letting tech limits dictate design
- Tech implemented in isolation
- Change management/user adoption

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- Successful tech projects need:
  - Clear goals and success measures
  - The right program design
  - Functional and effective processes
  - Technology that supports the objectives
  - A strong business case
  - Implementation and change management assistance

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Thank you!

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