Research on Demand

Workforce Management Software

A COMPARATIVE STUDY

September 2008

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INTRODUCTION

Companies are realizing that with distributed workforces and many younger employees, they need tools to manage workforce transformation. Since the early 1990s, there have been integrated packages, known as Enterprise Resource Planning (ERP) solutions, which have dominated most large organizations. PeopleSoft, Oracle, and SAP are all well-known in this area. These systems help global, distributed companies create alignment.

Most organizations are moving away from the hierarchical "command-and-control" models popular 10 to 20 years ago and toward the automated tools which help executives and managers manage distributed, matrix-based organizations more efficiently.

In earlier days, there was no specific database on company information to develop and extract HR data. Those which were there were generally very costly, took long time to implement, and were also very inflexible to use. ERP (SAP) then became the simplest route to HR software, but it simply did not necessarily mean that it was the best.

"In the past the whole HR Information system was something that was resolved by the company's IT departments and HR would have little impact on how that system operated. Nowadays we are increasingly finding that HR has the expertise itself to define its requirements; it has grown up in the sense". *TheHRDirector.com*

More recently, specialized modular software solutions, known as "Best of Breed" (BoB), have been developed as a more economical, specialized solution to workforce management. They can be used in isolation or alongside existing ERP systems. ERP solutions are still going to be used, but companies are not expecting much out of them. In the coming few years, more and more people will be turning to "Best of Breed" for really specialized high-level functions.

The University of Dortmund undertook an empirical study of benefits, quality, and cost of implementing the ETWeb Enterprise solution at a leading pharmaceutical company, F. Hoffman-La Roche. It found the Web-based system to be 34% Cheaper than the paper-based one, management time was reduced by 15%, and the return on investment would be completed within a short period of time.

> Workforce management tools supporting the alignment of labor with business demand can be the quickest way to directly align personnel activities with the strategic goals of a business.

Companies faced many issues with past workforce management software. Following are past common issues with workforce management software and explanations of how today's software is different and overcomes these concerns:

The software was too complex

When workforce management software first entered the market, many organizations hired specialists to help with their management and maintenance - something many companies now strive to avoid. Managers do not want each new tool to be an all-encompassing science project and are instead looking for simplicity and integration. Fortunately, today's workforce management software offerings are easier to deploy and more open in architecture, integrating easily with quality [monitoring tools](), training materials, and phone systems, among other things.

The software was too expensive

While the workforce management software of the past was suitable for the big wallet of large organizations, today's growing market for workforce software includes mid-size organizations. Solutions today are a more financially feasible investment.

The software was unreliable

The old software is not as reliable as today's software. The latter helps acknowledge business requirements and assists in day-to-day business operations.

According to a research done by [Bersin and Associates]() on the use of *performance management software tools*, companies realize many advantages by using such systems, including easier creation of development plans, easier access of assessments and employee proficiencies, better understanding of company strategy and its relationship to individual performance, and better access and integration of workforce-related data. Other benefits cited include increased workforce satisfaction, improvement of management skills, improvement in workforce mobility, and more fair and equitable compensation.
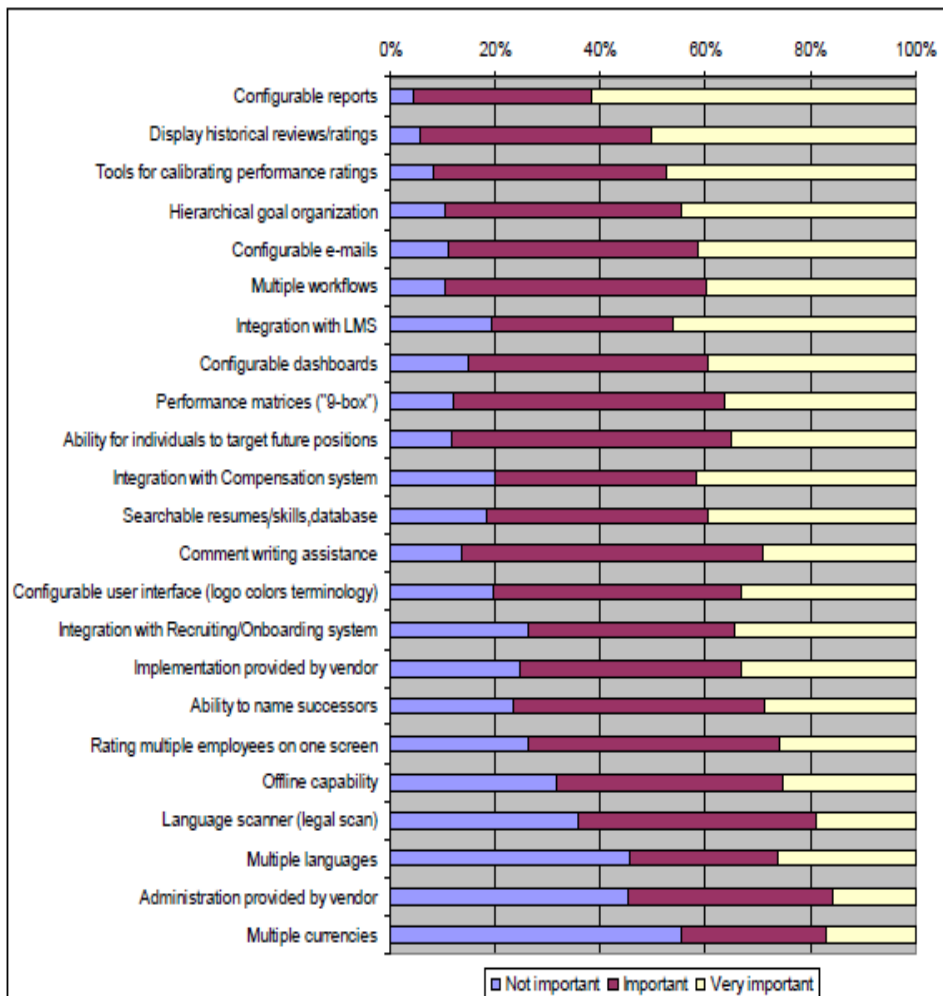
Exhibit 1.10

Source: SumTotal Survey Report

Exhibit 1.10 shows the reasons why different companies are using software tools for performance management and talent management. According to a survey done by SumTotal, companies are using HR software for the following reasons: configurable reports, historical reviews and ratings, tools for calibrating performance ratings, integration with LMS, integration with all related HR systems, configurable e-mails, and configurable user interface. Other reasons for using HR software include searchable resumes/skills database, configurable dashboards, implementation provided by the vendor, offline capability, and multiple language understanding.

WORKFORCE MANAGEMENT SOFTWARE MARKET INFORMATION

[Since workforce management software tools arrived on the market in the 1980s, the capabilities and options have grown rapidly](#) (Page 2). Today, the workforce management marketplace is essentially divided into three distinct categories:

LOW-END TOOLS

These tools assist in one facet of workforce management, usually calculating the staff needed in a half-hour period to handle a defined workload to meet a specific service goal. Being somewhat single-purposed, tools in this category provide few configuration options to adapt to operational differences and rarely provide for automatic collection of data from other systems.

MID-RANGE TOOLS

These workforce management tools perform the functions of forecasting, scheduling, and daily performance management with a focus on ease-of-use. These tools are simple to implement and use, and they offer limited flexibility to accommodate highly complex situations. Some will interface with other systems to import and export data, while others will not.

HIGH-END TOOLS

These workforce management tools have many options and capabilities to adjust to nearly any kind of environment. These tools may sacrifice ease-of-use in order to provide the sophistication and flexibility needed to match the unique needs of complex staffing situations.

[Outsourcing human resource functions is getting cheaper for small businesses - but not as cheap as it is for larger businesses.](#) According to a new report from Dallas-based Everest Research Institute, the cost to small businesses fell by over 25% in the last five years. However, during the same period, larger businesses saw price reductions of more than 40%. Everest's report, the Human Resources Outsourcing Annual Report 2005, noted that between 1998 and 2002 the average price point for small businesses was $1003. By 2004, it had dropped to $740. For big businesses during the same period, the average price declined from $673 to $397. The report also found that the pace and number of small-client transactions exceeded that of large businesses.

[Many SAP HR users are now looking for ways to improve their SAP-supported HR processes in terms of usability and quality](#) (Page 1). This is not only triggered by the requirements of various audits but also a question of gaining a more efficient system and reducing the costs of HR processes.

WHY WORKFORCE MANAGEMENT SOFTWARE?

In its simplest terms, workforce planning is getting "the right number of people with the right skills, experiences, and competencies in the right jobs at the right time." This shorthand definition covers a comprehensive process that provides managers with a framework for making staffing decisions based on an organization's mission, strategic plan, budgetary resources, and a set of desired workforce competencies.
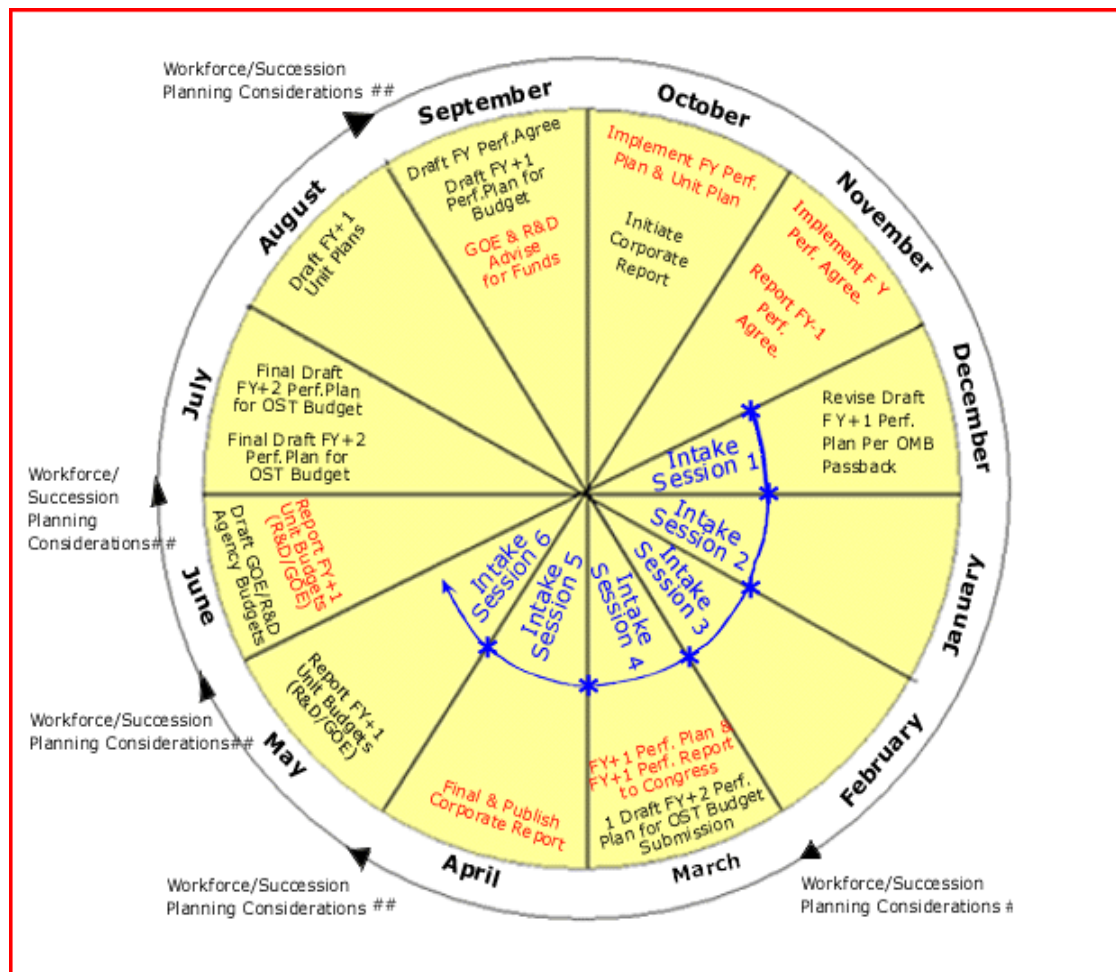
Exhibit 1.12

Source: U.S. Department of Transportation

Exhibit 1.12 shows the workforce planning considerations of the U.S. department of transportation.

Today's workforce management software is easy to use and manage and offers numerous advantages for different business organizations. In today's competitive world, workforce management software is

necessary to keep the work operating smoothly and efficiently, all while delivering maximum ROI. Following are the benefits an organization can get with the help of workforce management software:

TALENT MANAGEMENT

Many organizations, both public and private, have developed models for workforce planning. Putting aside variations in terminology, the processes are all very much alike. All rely on an analysis of present workforce competencies, an identification of competencies needed in the future, a comparison of the present workforce to future needs to identify competency gaps and surpluses, the preparation of plans for building the workforce needed in the future, and an evaluation process to assure that the workforce competency model remains valid and that objectives are being met. This process is simple in outline but depends on rigorous and comprehensive analysis of the organization's work, workforce, and strategic direction.

TALENT SOURCING

Big businesses have long used Web-based recruiting software to weed out good job candidates from bad. Now that it's come down in price, small and mid-sized businesses can speed the hiring process and make better picks. Fortune 1000 companies have long used recruiting and applicant tracking software to manage the process, but it's expensive and requires dedicated human resources and technology staff, which has kept it off smaller companies' radar screens.

TALENT RETENTION

HR tends to form personal relationships with employees, but the review process has to be streamlined because HR sometimes doesn't have time to evaluate everyone thoroughly, nor does it actively work side-by-side anymore with many employees. However, every employee expects personal attention. Workforce management software helps HR have a quick access to the review process and get the relevant information as and when needed. With the help of this information, employees can be recognized for their integrity, reliability, and quality and can be retained for a long time with the help of participation and recognition.

TIMELY INFORMATION

Workforce planning requires strong management leadership, clearly articulated vision, mission, and strategic objectives, and cooperative supportive efforts of staff in several functional areas. Strategic planning (GPRA), budget, and human resources are key players in workforce planning. GPRA plans set organizational direction and articulate measurable program goals and objectives, the budget process plans for the funding to achieve objectives, and workforce planning software provides tools for identifying competencies needed in the workforce and for recruiting, developing, training, retraining, or placing employees to build the workforce of the future.

PRIOR IDENTIFICATION OF PROBLEMS

Using HR software for the company's Human Resource needs helps to identify any issues before they become costly problems. For example, in some industries, if every employee at the company does not have the necessary training to perform a job, the company can be fined between $5,000 and $25,000

per occurrence that is found. This could quickly bankrupt a small business and will cause major issues at larger companies as well. Preventing these issues from occurring is one of the primary functions of all HR software products.

SAVING MONEY

By using different types of HR software to streamline the processes used within the company, the HR department will save money and reduce the amount of errors made within the department. There are HR software products available for companies of all sizes, from small start-up businesses to larger corporations to non-profit companies. Every employer could benefit from the right software products for their business, and obtaining the right HR software for the company is not a difficult task to complete.

ORGANIZED ARRANGEMENT OF PAYROLL SYSTEM

Payroll management is the most common feature of workforce management software. Almost all workforce management software (WFMS) is specialized in this kind of function, and it is highly needed to make sure people get their money in the safest possible way and at the right scheduled time. If the time comes when a company's employees don't get their salary on time, it may cause a big downward spiral toward certain events that can damage the company. Serious losses may be incurred, resulting in the underdevelopment of the company as a whole.

IMPROVING FORCAST ACCURACY

The accuracy of workforce management forecast is the foundation of any workforce management plan (Page 4). Workforce management software accurately forecasts, and so better formulates, a workforce management plan.

CONNECTING PEOPLE

Individuals within organizations often feel that they have a lack of knowledge about what their peers are doing, what's happening with customers, and what the status of the business is within their company. An employee in another department across the business floor might pick up the phone and give information without knowing what has occurred with a client in certain areas of contact. Workforce tools solve the problem by enabling people to work more effectively as a team and leverage each other's strengths, protect each other's interests, better manage the relationship with the business partners, and get more done.

CHALLENGES OF IMPLEMENTING WORKFORCE MANAGEMENT SOFTWARE

SumTotal conducted a customer survey to find out the key challenges for implementing workforce management Software. The survey found the following challenges: (see Exhibit 1.13)
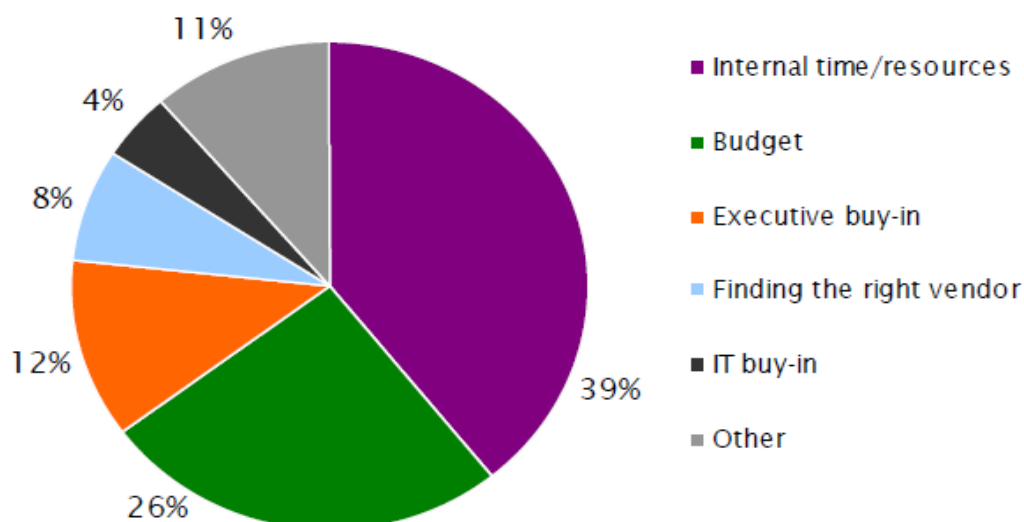
"Companies are trying to get talent management out [to managers and employees]. Largely, these tools were not designed with their needs in mind." - *Dave Michaud, VP of product marketing, Taleo*

Internal Time and Resources

To implement and operate workforce management software, organizations need trained HR resources. The installation and training require lots of time, and the HR personnel need to update themselves about the software on regular time intervals, which is very time-consuming. According to a Bersin study, the average implementation time for workforce management software is 7.5 months.

Budget

Presently, lots of attractive workforce management software is available in the international market. This software provides all kinds of data reports and the best functionality, but it is hard to opt for this kind of software due to its high cost. Many organizations can afford initial installation costs, but regular maintenance is also required, which will affect the HR budget.

Pie chart legend:
- Internal time/resources — 39%
- Budget — 26%
- Executive buy-in — 12%
- Finding the right vendor — 8%
- IT buy-in — 4%
- Other — 11%

Exhibit 1.13

Executive Buy-in

The next important challenge is the executive buy-in concept. Some organizations are still not sure whether their employees will be comfortable using the workforce management software.

Finding the Right Vendor

In today's market, when many vendors providing various software services are available, organizations find it difficult to choose the best suitable vendor for their workforce management requirements.

IT Buy-in

Many organizations are finding it difficult to trust the IT products they are buying and are not sure about the technology used in these software products.

DIFFERENT TYPES OF WORKFORCE MANAGEMENT SOFTWARE

Many of the HR software products available take an everyday process and streamline it so that it takes much less time to complete. Some of the most common types of software focus on the most time-consuming aspects of business, such as tracking employee attendance and reducing the number of steps that need to be taken to perform the job effectively. By reducing the amount of time that the manager needs to spend focusing on these menial items, workforce management software helps managers become more effective at handling the larger issues that occur at the company. Following are the most common types of workforce management software:

RECRUITMENT SOFTWARE

Recruitment software streamlines the process of searching for and hiring the best individuals for the company. From creating customized employment forms for the company to tracking individuals moving through the hiring process, recruitment HR software covers all of the bases and reduces the amount of mistakes made when hiring individuals to work for the company.

PERSONNEL MANAGEMENT SOFTWARE

Personnel management software provides a variety of benefits to the workplace and reduces the total amount of time spent on personnel management. This software provides easy methods for completing common tasks such as tracking employee attendance, tracking vacation time earned and taken, and calculating overtime, as well as providing solutions to many other issues that often arise in an HR environment.

> Workforce management software should be utilized as a companywide tool that allows businesses to manage their relationships with clients.
>
> *Ferara, Jon V*

PERFORMANCE MANAGEMENT SOFTWARE

Performance management software helps in tracking and calculating the employee performance. These software products provide easy methods for calculating performances on many different parameters in defined timeframe and help HR calculate performance improvements over time.

PAYROLL MANAGEMENT SOFTWARE

Payroll management software provides a variety of tools to manage the payroll of employees. Some payroll software provides timely updated information on current and recent tax structures. Such

software helps in calculating tax amount for individuals and can generate any kind of payroll report as and when required.

TRAINING SOFTWARE

There are a number of different training software products available on the retail market today that allow HR personnel to track the training accomplishments and training needs of a large or small workforce. By using software that was specifically created for training, the HR will also ensure that it can minimize the costs associated with training and that every employee gets the training that they need.

SELF-SERVICE SOFTWARE

There are many companies where employees interact directly with the HR department regarding sick days, scheduled vacation time, and time-card reporting. Self-service HR software provides employees with the tools and forms to accurately communicate these items to the HR department of the company or management.

HOW TO CHOOSE WORKFORCE MANAGEMENT SOFTWARE

Choosing the right workforce management software can be a daunting task because once an organization opts for a system, it is very difficult to replace it. Before selecting workforce management software, an organization must do a detailed research to understand the requirements of their workforce management system. Following are the most critical factors to be considered while choosing workforce management software:

INTERNAL REQUIREMENTS

Before selecting workforce management software, organizations should list the tasks they want to achieve through the software.

- What are you automating and what information are you trying to share with your team?
- Find out what other team members are looking for, what their individual needs are, what concerns they have, and make sure they buy in on the concept.

GROUPING THE IMPORTANT TASKS

The important task of grouping the related tasks in a logical manner should be taken into consideration when choosing the WFM software. Organizations must understand the term "differentiation," which is dividing the total workload into activities that can logically and comfortably be performed by one person or by a group of persons. Based on the internal requirements list, the related tasks should be grouped.

SETTING UP THE MECHANISM

The next step is setting up a mechanism to coordinate the work of members into a unified whole by establishing authority - responsibility relationships. This involves delegation and decentralization of authority.

"The vendors as a whole are right now selling a lot of sizzle. [An org chart interface] makes the system easier to learn. But it doesn't necessarily make it easier to use."
- *Josh Bersin, chief executive, Bersin & Associates*

VENDOR SELECTION

Before choosing a vendor, organizations should look for companies that have a proven track record of delivering the specific results the organization is in the market for. The workforce management vendor should have the ability to service and support the organization's needs on an ongoing basis. The vendor should listen to the organization's particular

needs, deliver the right solutions, execute the proper training, and be an effective business partner.

DEPLOYMENT SERVER SELECTION

The next step is to select the deployment database. Organizations use workforce management software for different purposes. Some use the software for crucial data input, while others use it for general day-to-day operations. Organizations choose the deployment server based on their requirements and resource availability. According to a Bersin report, 47% of organizations prefer an in-house server for deployment, whereas 29% prefer a vendor server.

HIRING THE QUALIFIED MANPOWER

Organizations should hire qualified HR resources to manage and coordinate the workforce management software database and identify and conduct the software operations as and when required. The best software is useless when there is nobody to understand it and effectively put it into use.

TRAINING OF STAFF

Organizations need to execute the proper training before and after the software implementation so that the workgroup knows how the product functions and how it can be used effectively.

FREE DEMO

Organizations should always try a free subscription or a free demo of the software before buying it. This helps in minimizing the gap between the required and actual functionality.

A STUDY OF THE BEST WORKFORCE MANAGEMENT SOFTWARE

Human resources (HR) software - also referred to as workforce management software (WFMS), human resources management systems (HRMS), and human resources information systems (HRIS) - provides tools for managing employees. Common HR software functions include employee selection (hiring and recruitment), compensation, evaluation, and management of performance, promotions, relations, planning, payroll, and retirement. HR software may be part of a broader ERP (enterprise software) system.

Internet recruitment is asked for a lot, and Web technology is increasing awareness of the potential for hosted or managed systems, where customers can benefit from the expertise of outside experts without requiring HR-specialized IT people.

"This means we will see the continued devolution of power to line managers," says Flanagan. "HR will therefore be able to get more involved in the strategic issues of attracting, retaining, and developing human capital, using systems to manage and steer this in line with business needs and goals."

Some of the world's best WFM software is discussed below.

Chris Berry, managing director of Computers in Personnel, says one of the main changes he has noted is "a realization that internet technologies can make a real difference to the way people work with HR data". This, he says, is in areas ranging from self-service administration to internet recruitment. "Self-service is not a new thing, but two or three years ago it was seen as something only for large sophisticated businesses with IT back-up. Now it's seen as normal and sensible for any business."

MICROSOFT DYNAMICS GP ENTERPRISE - HUMAN RESOURCES

Microsoft Dynamics GP Enterprise - Human Resource (HR) is one of the best workforce management software. Microsoft Dynamics GP Enterprise - Human Resources (HR) can help organizations:

- ✓ Attract talented individuals
- ✓ Manage personnel-related processes
- ✓ Implement and monitor benefit programs
- ✓ Handle payroll
- ✓ Provide employee self-service tools
- ✓ Provide the information upper management needs for making educated decisions more quickly and efficiently

Human Resources Management in Microsoft Dynamics GP also integrates with leading payroll service providers, including ADP, enabling employee information and payroll data to be easily shared.

In order to generate substantial success, organizations need robust tools that strategically manage their greatest business asset: their employees. The human resources (HR) tools included in Microsoft Dynamics GP, a complete business management solution, efficiently manage human resources administration accurately and effectively. Additionally, this human resource management system (HRMS) operates both like and with the already familiar Microsoft products, enabling users to make knowledgeable decisions and empowering employees to maximize their potential.

Screenshot 1

CUSTOMIZE YOUR HR TOOLS TO WORK THE WAY YOU DO

The human resources tools available in Microsoft Dynamics GP provide access to critical information exactly when it is needed, providing organizations with the ability to make fast, efficient decisions. Additionally, Microsoft Dynamics GP facilitates successful communication with staff, a well-organized payroll process, and improved services and programs for employees. Customizable schedules, pay rates, and hiring processes can be established with Microsoft Dynamics GP, which in turn can help:

- ✓ Provide employees with familiar tools.
- ✓ Personalize the user experience.
- ✓ Integrate systems to reduce unnecessary data entry.
- ✓ Implement reasonable and consistent policies - follow a standardized hiring process.
- ✓ Streamline the hiring processes by identifying top talent and maintaining a fair recruiting process with customized interview documents for acknowledgement, invitation, and offer, and rejection letters.
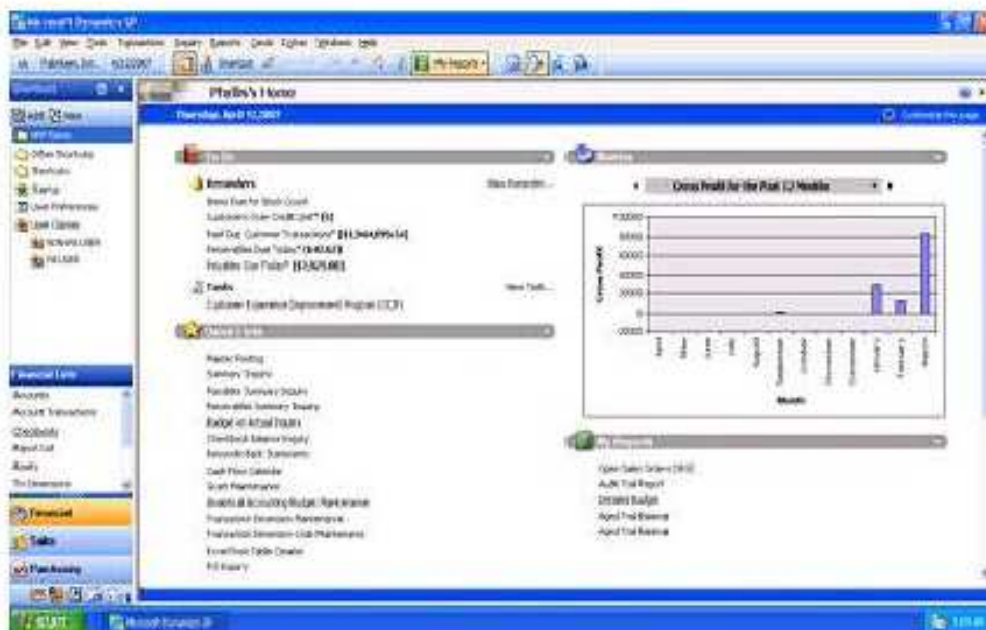
Screenshot 2

MONITOR THE SATISFACTION OF YOUR EMPLOYEES AND MAXIMIZE THE VALUE THEY ADD

Using the advanced human resources (HR) tools in Microsoft Dynamics GP, organizations can track crucial health and wellness information in order to monitor the well-being of their employees and follow regulatory compliance. Additionally, organizations can manage employee certifications, licenses, and training requirements to support their employees in meeting their potential and maintaining their qualifications. The advanced HR tools in Microsoft Dynamics GP can help:

- ✓ Track health and wellness data.
- ✓ Automate follow-up tasks for injury and illness re cords.
- ✓ Comply with regulated licensing requirements.

- ✓ Give employees the ability to update their own information.
- ✓ Automate the tracking of expiration dates for licensing and certification requirements so that a deadline is never missed.

ENHANCE WORKER SATISFACTION BY GRANTING EMPLOYEES AND MANAGERS ACCESS TO INFORMATION

Organizations can improve efficiency by providing managers and employees access to their personal information through a customized, RoleTailored Web portal. The self-service tools in Microsoft Dynamics GP, as well as the automated transfer of information to the human resources (HR) department, eliminate paper-based systems, enabling the team to focus on more pressing priorities. The self-service tools in Microsoft Dynamics GP can help:

- ✓ Grant employees access to their own records.
- ✓ Provide easy benefit enrollment.
- ✓ More effectively manage the staff of an organization.

SAGE ABRA HRMS

Sage Abra HRMS tackles the common challenges faced by HR departments today - such as attracting and retaining the best employees, managing compliance, and protecting companies from liability, too much paperwork, and concerns about the rising costs of employee benefits.
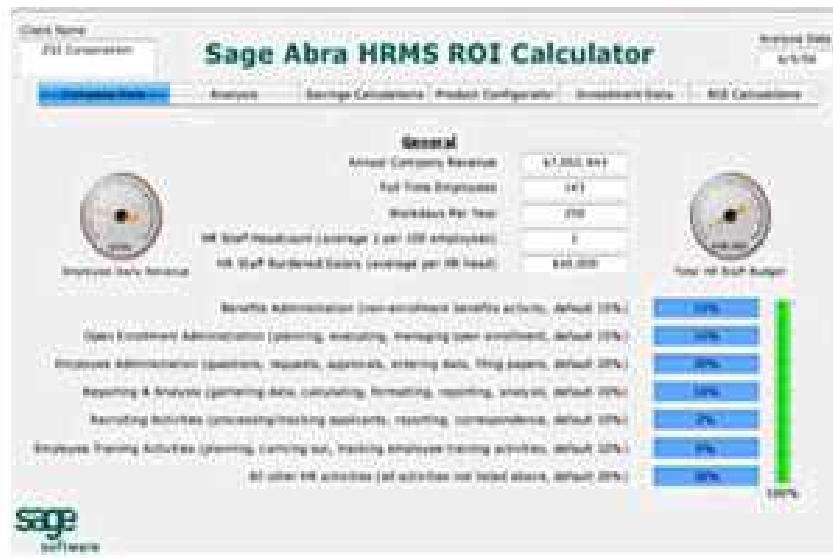
Screenshot 3

Screenshot 4

Screenshot 5
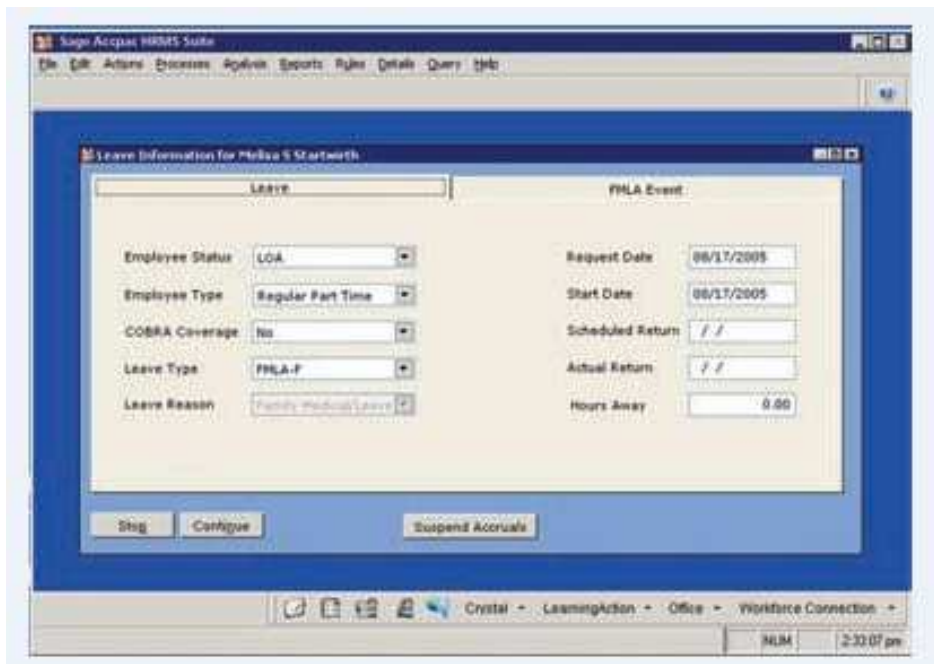
Sage Abra HRMS recognizes that HR departments are not all the same. Sage provides customized solutions based on the priorities and needs of each organization. That's why thousands of companies rely on Sage Abra HRMS to help them anticipate and meet their challenges today and in the future.

Screenshot 6

Sage Abra brings tightly integrated solutions to help meet the needs of every business. With software and services including HR, payroll, benefits, training, attendance, reporting, and analysis - plus a Web workforce portal with employee self-service, company communications, benefits enrollment, recruitment, and more - Sage Abra can help organizations resolve their common HR and payroll challenges.

ULTIMATE SOFTWARE'S ULTIPRO

Ultimate Software's UltiPro is an industry leader in strategic HR, payroll, and talent management - delivering more out-of-the box functionality than any other provider. UltiPro's "end-to-end" HR and talent management functionality includes recruitment, onboarding, payroll, a Web portal with employee and manager self-service, benefits administration, compensation management, performance management and reviews, talent retention tools, time and attendance, workforce scheduling, rich reporting, analytical decision-making tools, and more.

Screenshot 7

Screenshot 8

UltiPro's Web portal can serve as the company's communications hub and the central gateway for business activities because it delivers functionality for everyone in the organization - HR and financial departments as well as executives, staff managers, and individual employees. With the UltiPro portal, HR/payroll staff, managers, and administrators can complete daily employee administration tasks, administer benefits, manage staff, and access reporting in real-time from one central location. Managers and executives can access commonly requested reports and analyze workforce statistics and trends on-demand.

[Screenshot 9](#)

[Screenshot 10](#)

[Employees can access pay and benefits information, get questions answered, and complete routine updates instantly.](#) Plus, the UltiPro portal connects your entire workforce, keeps everyone in the company on the same page about your business initiatives, and reduces operating costs by eliminating the need to print and distribute paper communications, handbooks, forms, and paychecks. The UltiPro portal also offers features to easily extend the portal into other areas of the enterprise, making it truly the central hub for your business activities.

PEOPLESOFT ENTERPRISE HUMAN CAPITAL MANAGEMENT

PeopleSoft Enterprise Human Capital Management (HCM) claims to be the only enterprise-wide strategy for unlocking the full value of the organization's workforce. HCM enables organizations to put the right people in the right jobs, develop and reward top performers, retain key talent for the long term, and increase efficiency and operating performance throughout every organization.
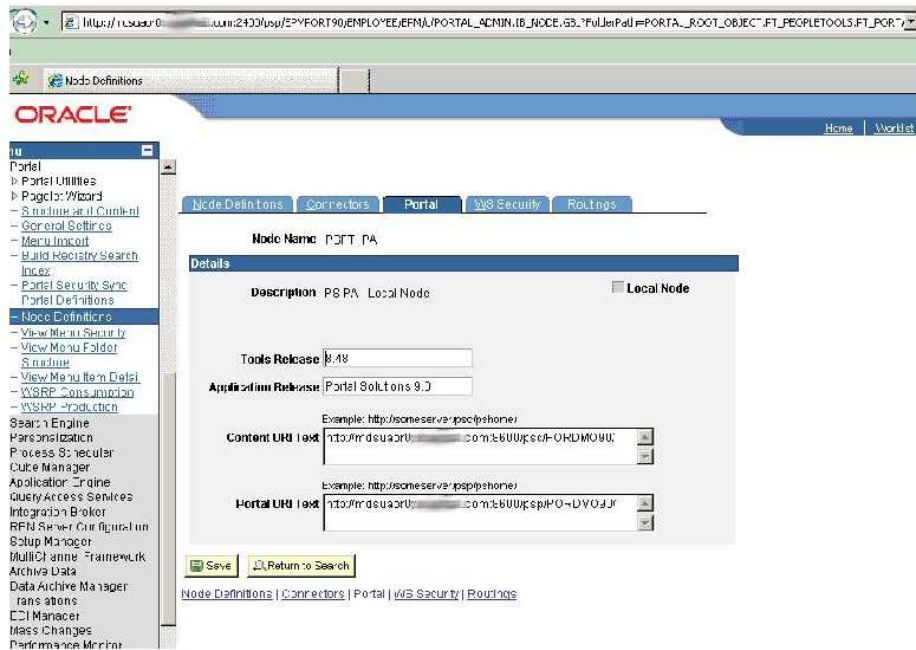
Screenshot 11
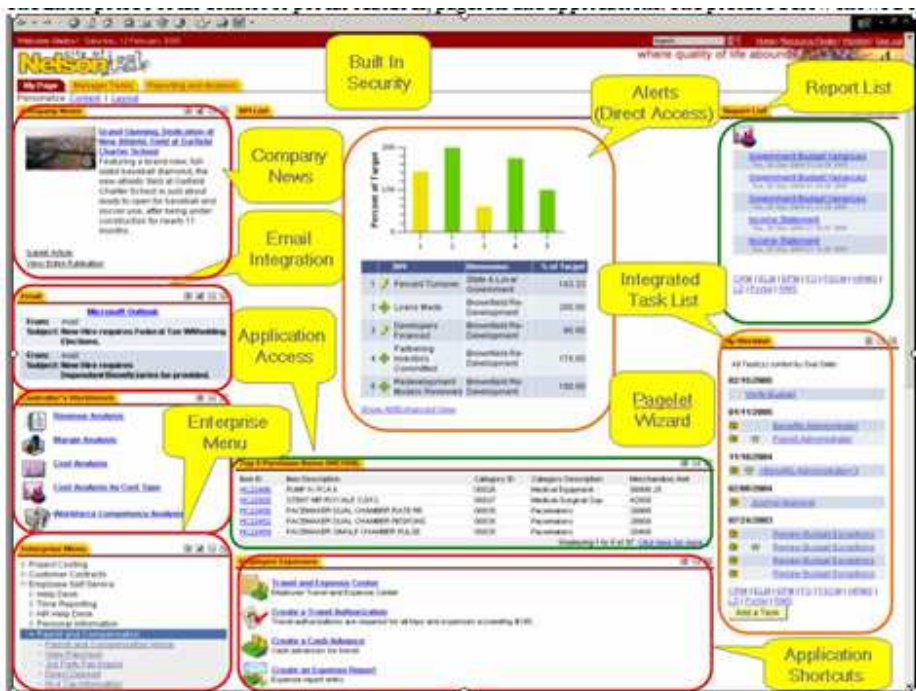
Screenshot 12

Enterprise Human Capital Management is a family of applications in Oracle's PeopleSoft Enterprise product suite.

HCM Advantages

PeopleSoft's Human Capital Management solution provides a tangible blueprint for transforming HR operations. With PeopleSoft HCM, organizations can:

Streamline HR systems, business processes, and technologies to reduce operational costs. PeopleSoft HCM provides a rapid return on investment - through reduced operational costs and increased efficiency - by connecting people to delivered business processes, automating common administrative tasks, and leveraging industry best practices.

Deploy employee and manager self-service to facilitate increased efficiencies, reduced costs, and a paperless environment. PeopleSoft Enterprise HCM self-service applications deploy secure, role-based information and transactions across your enterprise.

Align their workforce with corporate goals and objectives. Leverage your entire workforce to drive organizational performance through workforce analytics and organizational development applications that cultivate learning and manage performance.

Screenshot 13

HCM: AN ENTERPRISE-WIDE BUSINESS STRATEGY MADE UP OF FOUR BUSINESS PROCESS SOLUTIONS

➢ **Assess-Design-Develop**

To get the most out of their employees, companies must identify top talent for future planning and development and ensure that employees understand and have the tools needed to execute upon organizational strategies. The Assess-Design-Develop business process encompasses workforce planning, workforce performance, and workforce development. It helps organizations assess the skills of their workforce, design learning and performance programs, and develop people in alignment with their career path and corporate objectives.

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➢ **Optimize-Track-Monitor**

The Optimize-Track-Monitor business process enables organizations worldwide to optimize time collection, absence management, and payroll processing; track and analyze demographic and workforce information; and monitor compliance statutory reporting. This business process enables organizations to efficiently manage their workforces globally, maximize the value of their employees, and reduce operational costs.
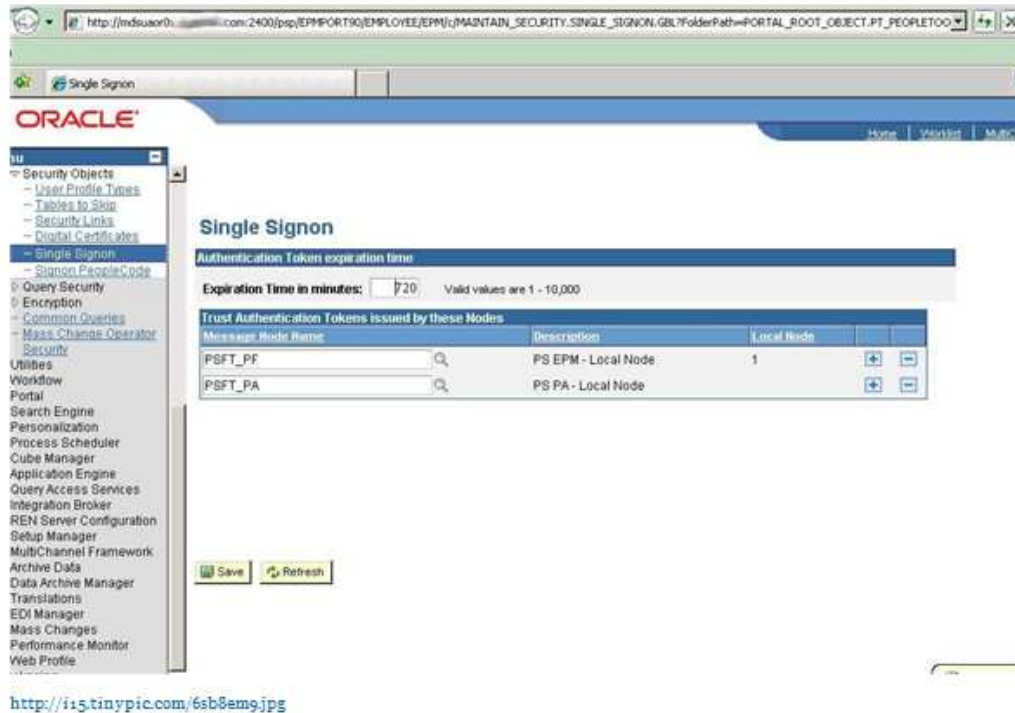
➢ **Plan-Attract-Onboard**

Planning and attracting the right talent are the first steps in executing a business strategy. Oracle's PeopleSoft Enterprise Plan-Attract-Onboard business process solution encompasses the entire employee recruitment process. It helps organizations plan the workforce they need to carry out business objectives, attract the right people to their organizations, make them productive as quickly as possible, and provide the tools new hires need to work efficiently from day one.

➢ **Plan-Incent-Reward**

Oracle's PeopleSoft Enterprise Plan-Incent-Reward business process solution offers a truly comprehensive and integrated compensation solution that maximizes efficiency, reduces costs, and increases workforce performance. From salary to pension and benefits to incentive management, organizations cannot only plan their total reward strategies but also monitor and measure those strategies to determine their effectiveness in aligning the workforce with business objectives.

HALOGEN SOFTWARE INC.
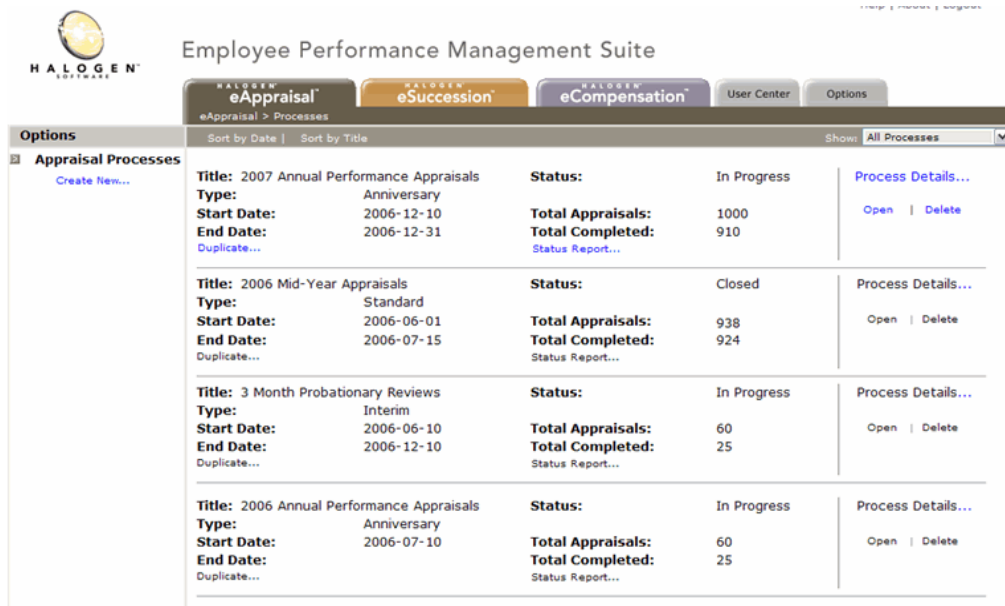
With more than 1,000 customers worldwide, Halogen Software Inc. has successfully established itself as the leading supplier of employee performance and talent management software solutions. Halogen delivers powerful, user-friendly, and affordable Web-based human resources (HR) software that radically improves hiring and employee management processes as well as line-manager productivity.

Halogen's award-winning workforce planning and employee management software solutions deliver companies the tools they need to develop and retain a high-performance workforce. Halogen's solutions include:

Halogen eAppraisal™ gives organizations the tools needed to drive bottom-line success, making it effortless and efficient to deliver professional employee appraisals that align with the specific goals of the organizations.

Screenshot 15

Halogen eCompensation™ is used to automate the entire compensation adjustment process, including budget distribution and approval.

Halogen eSuccession™ offers tools that make it easy and affordable to get a best practices succession planning program in place.

Halogen e360™ automates and simplifies formal 360-degree feedback procedures and offers impressive performance-reporting capabilities.

Halogen eLMS™ delivers a best practices learning management system that links employee training to the bottom line. Industry-specific tools are provided for Healthcare, Financial, and Professional Services.

Halogen eAppraisal Healthcare™ is a human resources solution that's exclusively endorsed by the American Hospital Association. It is used by healthcare organizations to generate meaningful appraisals in a timely fashion and enables them to always be in a "ready state" for accreditation surveyors from JCAHO®, OSHA, ACHA, and others.

Halogen eAppraisal for Financial Services™ enables financial services businesses to reduce the risk of non-compliance and ships with a complete library of industry-specific capabilities and authoring aids.

Halogen eAppraisal for Professional Services™ is an HR solution that automates the entire employee review and engagement evaluation process, enabling evaluators to efficiently compile and analyze specific employee and project data with simple, point-and-click ease.

PERFECTSOFTWARE

[PerfectSoftware is also one of the best workforce management software.](#) Employee dissatisfaction and turnover are costly to companies and can reduce the competitive edge in this challenging market. HR is faced with the daunting task of keeping costs under control and keeping employees motivated and productive. This is a delicate balancing act that requires planning, precise execution, and sophisticated tools to manage the process.

THE COMPETITIVE ADVANTAGE

Companies are faced with the challenge of becoming more competitive in today's ever changing economy. The trick is to sell more than your competitors and do it profitably. Smart companies recognize that there is a direct link to customers and employees. Creating a better workforce can create more sales and happier customers.
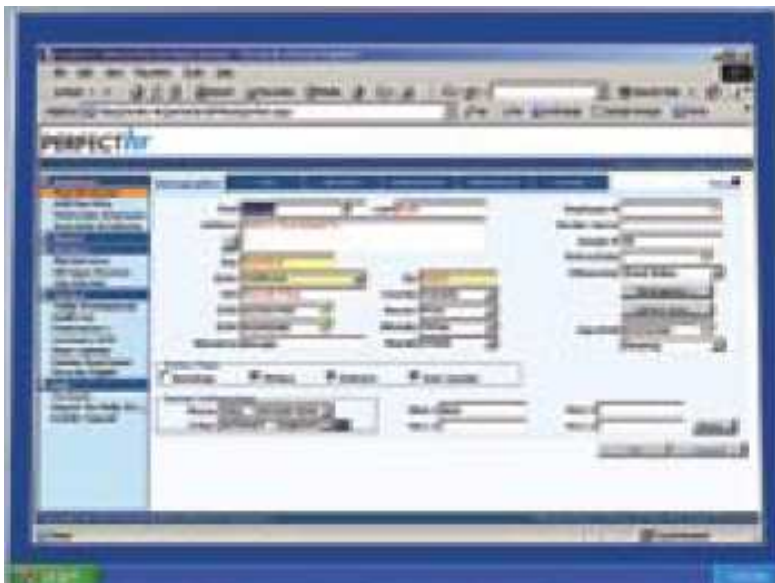
Screenshot 18

ATTRACT, TRAIN, AND MANAGE THE WORKFORCE

In order to maintain your competitive position, you must attract top talent and develop that talent after they are hired. Given the nature of the employment market and the costs associated with employee replacement, sophisticated tools are required to accomplish these tasks in a timely manner and within a given budget.

MANAGE OPEN POSITIONS

A good system will help you with this task; a great system can easily identify critical shortfalls in the workforce and help the recruiting and hiring process. Hiring professionals need tools to assist in all aspects of the process; they must be able to quickly assimilate new employees into the workforce and get them productive as quickly as possible.

CONTROL BUDGETS AND HIRING COSTS

HR is constantly figuring ways to stay within budget and keep hiring costs under control. This is not always an easy task given the nature of market influences and competitive situations. This is where sophisticated tools are needed to assist with the critical task that can make or break a company's success. Let's face it; hiring is one of the most critical functions that any company undertakes.

KEEPING THEM INFORMED AND HAPPY

Once the hiring is complete, the challenge shifts. How do you retain and develop the staff to meet the company's objectives and at the same time stay within the budget?

REDUCE ADMINISTRATIVE COST

The HR professional needs tools that can provide a high level of service to employees and must maintain or, in some cases, reduce administrative costs associated with these functions. Whether it's answering simple employee questions or handling benefit enrollment or changes, HR is required to balance the costs and importance of each and every request from employees.

COMPLY WITH GOVERNMENT REGULATIONS

The HR professional is responsible for maintaining and reporting accurate demographic and employment practice information to state and federal agencies. The amount of files and paperwork grows each year with no relief in sight. Performing these functions takes time and costs money. Not performing these functions can result in fines and lost time responding to government audits and requests for information.

LAWSON SOFTWARE

Lawson's Human Capital Management solutions can help organizations develop their employees in ways that benefit both the employees and the organization itself. Lawson provides you with the information you need to maximize your employees' potential. Lawson helps organizations identify the key talent and ensure that the right people are in the right position to maximize productivity.

Screenshot 19

Lawson can also help with key pain points. For instance, many HR executives struggle to provide the information needed to make strategic decisions. Strategic HCM provides actionable information that helps organizations fulfill their strategy. It's often noted that companies are in a war for talent. Lawson can help organizations win the war by identifying, developing, and retaining the best employees and by recruiting and managing the best available talent.

The Strategic Human Capital Management system is made up of these three suites:

LAWSON TALENT MANAGEMENT INCLUDES:

- Talent Acquisition
- Compensation Management
- Performance Management
- Learning and Development
- Succession Management
- Global Human Resources
- Goal Management

- Absence Management
- Employee/Manager Self-Service
- Human Resources
  - Benefits
  - Personnel
- E-Recruiting
- Resource Navigator
- Payroll
- Lawson Performance Management for Healthcare
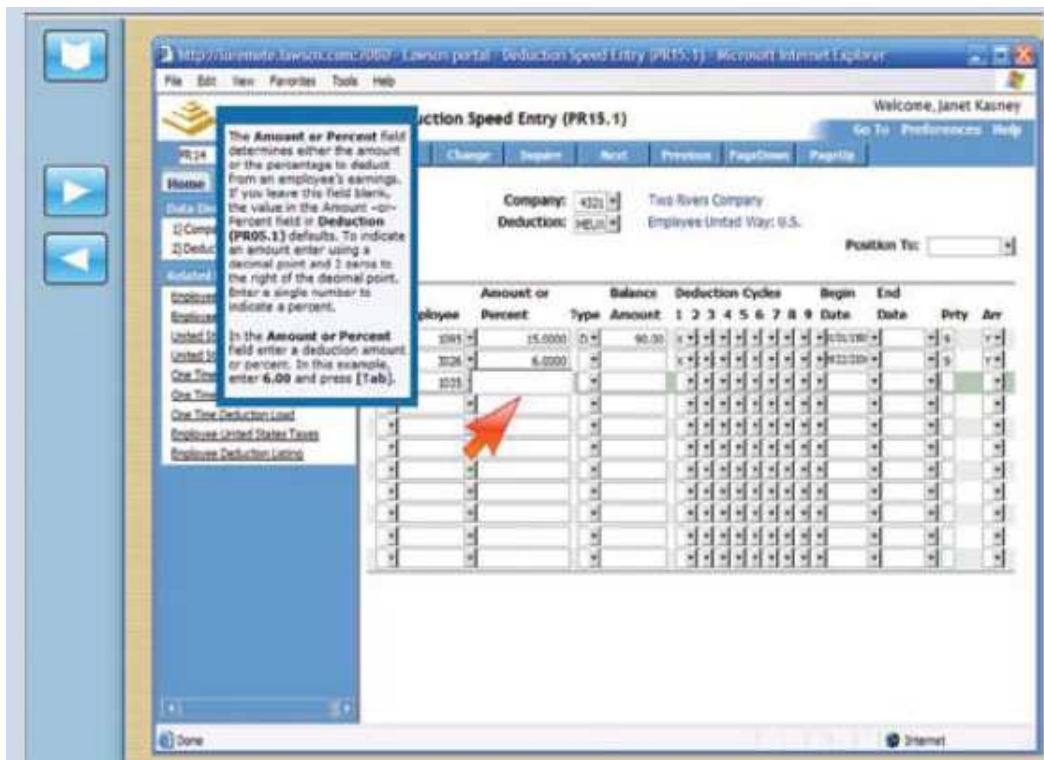
Screenshot 20
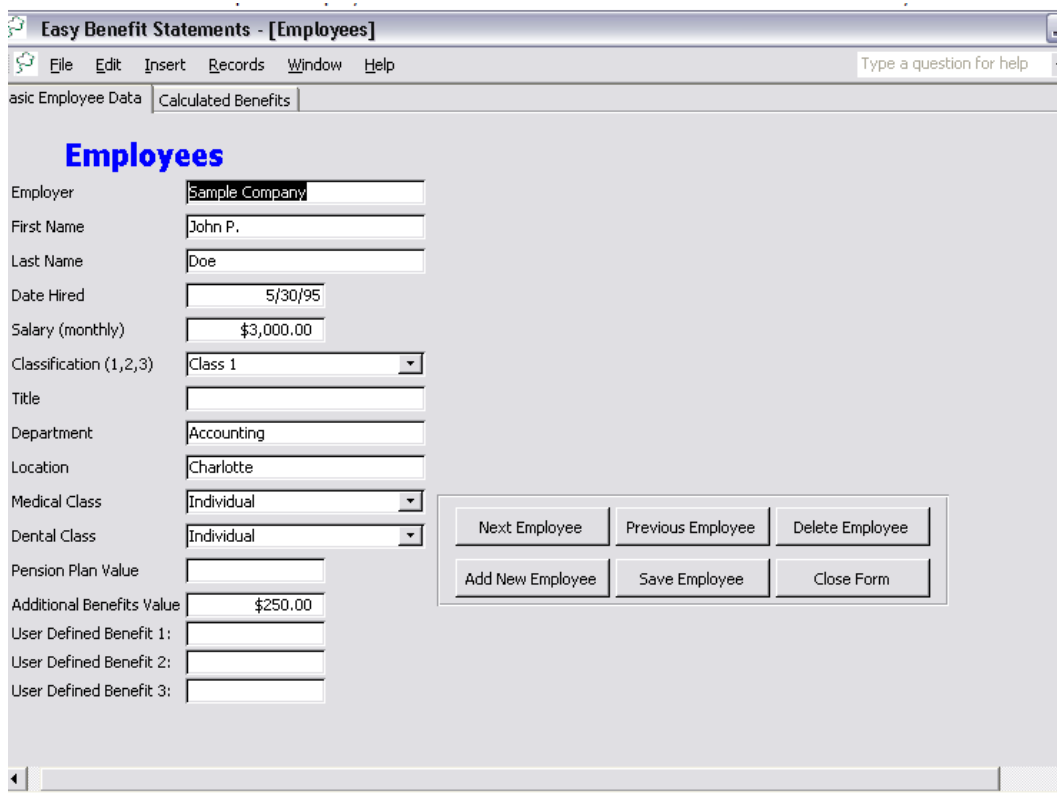
LAWSON WORKFORCE MANAGEMENT INCLUDES:

- Scheduling and Staffing
  - DamandMapper
  - Workload Management

EASY BENEFIT STATEMENTS SOFTWARE

Easy Benefit Statements Software, used by benefits brokers and human resource managers, is the simplest solution in the human resources (HR) software space to produce comprehensive employee benefit statements. These benefit statements are sometimes called "total rewards statements," "total compensation statements," or "fringe benefit statements." These statements are one of the most powerful recruitment and retention tools available to HR managers.

Benefit communications are paramount to employee understanding of all benefits provided by the employer and are quite effective in increasing participation in benefits such as 401(K), 403(B), etc. Most employees do not realize that benefits comprise an average of 25% to 40% of their compensation. These statements allow employees to compare total compensation between and among job opportunities on an "apples-to-apples" basis.

Screenshot 21

The software's easy 5-step process allows quick and simple data input and report generation.

THE 5-STEP PROCESS INCLUDES:

1. GATHERING AND INPUTTING EMPLOYER INFORMATION

The required employer data is a 2-page summary of information about benefits supplied by the employer in 4 categories:

- Retirement Programs
- Health and Life Insurance Rates
- Leave Policies
- Tax Data

2. COLLECTING AND IMPORTING EMPLOYEE INFORMATION

This is a pre-formatted Excel spreadsheet of employee information, such as:

- Name
- Hire Date
- Title
- Earnings
- Class
- Location
- Workers Compensation Classifications

3. BENEFIT DESCRIPTIONS AND TITLE BARS

This is simply inputting the text wanted to describe the name of the benefit (such as "Major Medical") and its description (up to one page per benefit).

Screenshot 22

4. TRIAL STATEMENT GENERATION AND FORMATTING

A trial statement is generated for proofing the text as well as the page breaks.

5. PRINTING STATEMENTS BY CLASS

The last step, of course, is printing the statements. They are printed methodically by classes of employees.

INFOR ERP SOLUTIONS

The combined strength of enterprise resource planning products such as **Infor ERP SL** (formerly SyteLine), **Infor ERP VISUAL, Infor ERP LN/BAAN, Infor ERP Adage, and Infor ERP SX** offers organizations the breadth of functionality and unmatched technology choices to meet their unique industry challenges.

Screenshot 23

Infor ERP SL (formerly SyteLine) is the solution of choice for over 5,000 manufacturers around the world. From repetitive to engineer-to-order, Infor ERP SL enables the processes you need to accelerate production and meet customer demand more quickly. It allows to plan and schedule order by order, increase forecasting speed and accuracy, minimize error-prone manual steps, deliver orders on time, and reduce inventory levels and shortages. Infor ERP SL is ideally suited for companies looking for a global footprint with dynamic configuration modeling needs because it allows your multiple sites to operate based on their needs, while retaining your corporate governance standards.

Screenshot 24

Infor ERP VISUAL is a complete solution for small- to mid-sized discrete manufacturers that delivers support for their full business lifecycle - from planning to sourcing to making to delivering.

Traditional finite scheduling is combined with lean scheduling to help companies deliver on time at a reduced cost. Infor ERP VISUAL has a long history of providing a quick return on investment because customers enjoy rapid implementations and can quickly take advantage of robust, easy-to-use features such as built-in workflow.
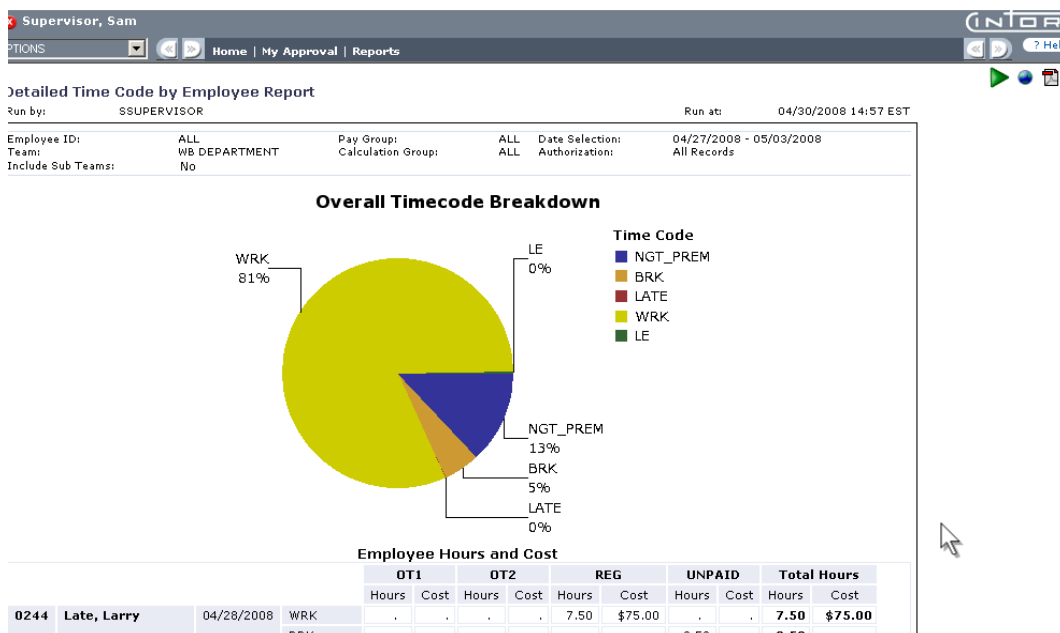
Screenshot 25

THE SOLUTION OFFERS AN INTEGRATED APPROACH TO ALL CORE MANUFACTURING REQUIREMENTS:

- Material requirements planning

- Advanced planning and scheduling
- Manufacturing execution
- Customer relationship management
- Quality management
- Warehouse management

Its value extends beyond manufacturing, offering users easy and effective ways to interact with core desktop tools such as the Microsoft Office suite. With an intuitive, full-color graphic interface and point-and-click capabilities, Infor ERP VISUAL is ideal for companies where users have multiple responsibilities. It delivers what all discrete manufacturers need-support for their full business lifecycle - from planning to sourcing to making to delivering.

Infor ERP LN and **Infor ERP Baan** are advanced, easy-to-use ERP solutions that bring together a wide range of business functions to serve the needs of leading discrete and project-based manufacturers.

Infor ERP Adage is a comprehensive, flexible, and advanced ERP solution for process manufacturers that facilitates production of consistent quality and compliant products to meet variable demand.

 Screenshot 26

Infor ERP SX.enterprise is a robust distribution management solution specifically designed to help distributors of all types run an efficient, end-to-end operation to increase inventory turns and maximize margins.

INSALA WORKFORCE MANAGEMENT SOFTWARE

Insala's workforce management software, iPerformance, promises to answer all your needs in workforce management.

Screenshot 27
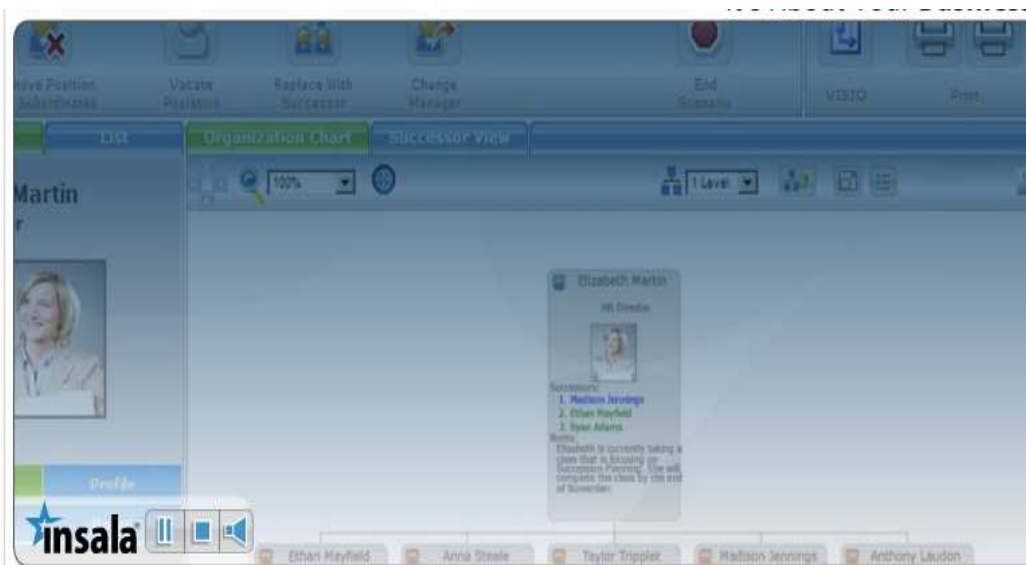
Screenshot 28

With iPerformance, organizations can easily create and deliver more effective and insightful performance reviews which result in enhanced communication and a more productive workforce.

iPerformance is a time-saving collection of tools that integrates the complete evaluation process to include job profiling, competency management, assessment, reviews, objective setting, and development plan creation.

INSALA'S WORLD-CLASS WORKFORCE MANAGEMENT SYSTEM, IPERFORMANCE, OFFERS:

- ✓ Easy integration of WFM functions
- ✓ Data-driven workforce management through real-time business intelligence
- ✓ Talent pool database with workforce skills and job data
- ✓ Management of education, training, and employee development
- ✓ High potential targeting and succession planning
- ✓ Performance review management
- ✓ Competency management
- ✓ Organizational goal management
- ✓ Measurable metrics and drivers through robust reporting tools

ARUSPEX SOLUTION CAPTURE SOFTWARE

CAPTure software is the world's first strategic workforce planning software that helps organizations design tomorrow's workforce. CAPTure introduces true strategic planning to the human resources function. In a changing talent market, CAPTure enables managers to identify, design, and attain the right strategic workforce by revealing an organization's true workforce challenges and by offering the decision-making tools needed to take action.
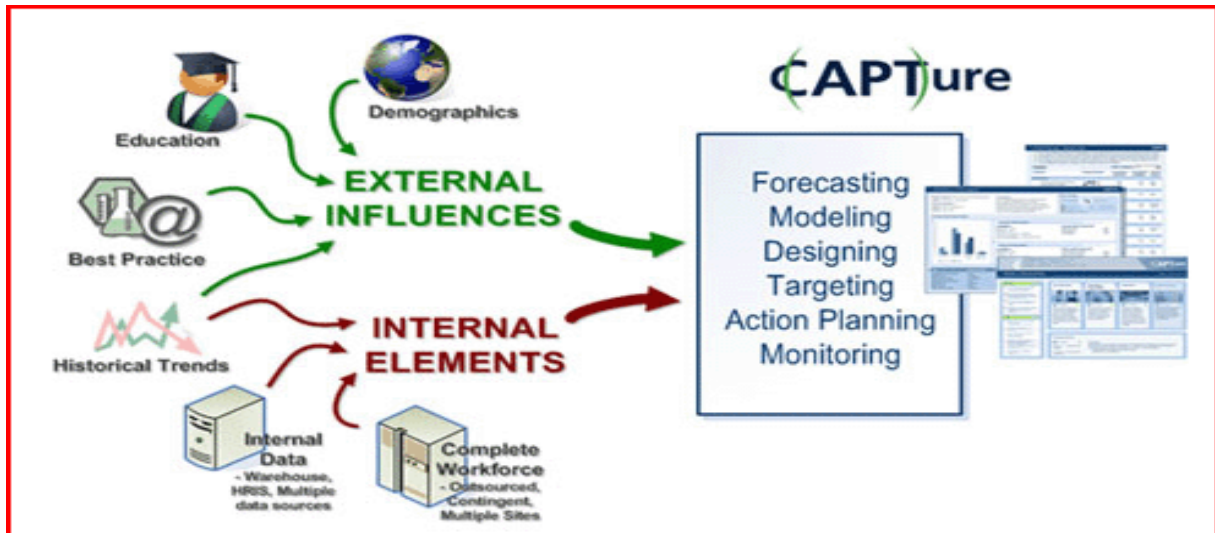
Exhibit 1.14

Source: CAPTure Software

In a changing talent market, CAPTure enables organizations to identify, design, and attain the right strategic workforce by providing management with visibility into their true talent challenges and offering the decision tools they need to direct the organization.

CAPTURE HELPS YOU:

- Define your current state
- Forecast and analyze your no change future state
- Scenario plan your future workforce
- Size the gaps and drive action
- Recommend diverse solutions
- Support targeted, effective HR strategies
- Analyze HR programs

BENEFITS

[Employers are entering an era of unprecedented challenge for attracting and retaining the right talent](#) - fueled by an aging workforce, skill shortages, contingent workers, globalization, outsourcing, and technology advancements. Traditionally, employers had an ample pool of workers who responded to conditions that the employer offered. But that pool is drying up.

Manage my scenarios:
Select a scenario from the left hand list and then choose the action you wish to process for your selected scenario

	Title	Comments	Gap	Selected As Targeted Future
☐	Current State	The view of this CAP Group as at 25/03/2007		☐
☐	No Change Future State	Forecast of how this CAP group will look at 1/02/2010 if current trends continue		■
☐	Major Growth, Aging Workforce	Exploring the impacts of workforce aging while the business achieves strong growth	CHANGE EFFORT	☑
☐	Outsource this function	Outsourcing this function remains an option - currently exploring opportunities offshore	CHANGE EFFORT	☐

For easy navigation, Current State, No Change Future State, and the last six scenarios you worked on will appear on the Scenarios menu bar. If a scenario you want access is not on the Scenarios menu bar simply select it and choose an action and it will become one of the last six scenarios worked on.

Strategic workforce planning delivers people strategies that match an organization's long-term strategic plan. It's a holistic framework that assesses and analyzes the impact of internal and external trends on the workforce, considers the current state, and explores alternate futures. Even better, it provides an action plan that defines and develops a future workforce capable of delivering the organization's strategy, up to 3-5 years into the future.

AQUIRE WORKFORCE PLANNING & MANAGEMENT

Aquire's Unifi is the leading workforce planning and management solution on the market. From major restructuring processes to mergers and acquisitions, organizational design, and more - companies trust Unifi to plan and manage strategic workforce transitions.

FEATURES

ADVANCED REPORTING AND ANALYTICS

- **Search and Group** - Self-service search and reporting capabilities provide users with access to pre-defined queries along with ad-hoc search tools.
- **Summary Engine** - Workforce analytics are delivered automatically to help tabulate organizational statistics like headcounts, open positions, etc.
- **Automated Progress Reporting** - Schedule automatic alerts for designated individuals or groups when a specific event occurs.
- **Audit Tracking** - Improve security and compliance with automated audit information.

Screenshot 32

DATA MANAGEMENT

- **Enforce Business Rules** - Improve data accuracy by automatically validating business rules.
- **Configurable Data Entry** - Reduce data entry error with centrally managed drop-down and selection lists.
- **Custom Forms** - Configure custom data entry forms for consistent data entry.

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- **Multiple Data Sources** - Consolidate data from multiple sources to create a centralized view of all workforce information.
- **Customizable Toolbars** - New customization support provides toolbar configuration capabilities including support for new icons and actions.
- **Enhanced Custom Field Support** - New custom field options provide more flexibility and scalability.

WORKFLOW AUTOMATION

- **Approvals** - Automatically route workflow approval requests to streamline business processes.
- **Flexible Approval Routing** - Utilize a hierarchy-based chain-of-command or define functional groups for approval routing.
- **Change Notifications** - Alert pre-determined individuals or groups when a specific event occurs.
- **Email Notifications** - Improve communication by automatically triggering email.
- **Smart Links** - Add box-level menu support to streamline information access and operations.
- **Workflow Administration Console** - Simplify workflow setup and maintenance.

Screenshot 33

ORGANIZATIONAL HIERARCHY MANAGEMENT

- **Build or Modify Hierarchy Relationships** - Easily create or modify various hierarchies including person-to-person, position-to-position, cost center, and organizational unit relationships.
- **Drag-and-Drop Editing** - User-friendly chart manipulation simplifies hierarchy changes.
- **Decentralized Hierarchy Management** - Provide secure access within a manager's span of control to decentralize hierarchy management.
- **Span of Control** - Limit sensitive information access by displaying boxes that are only within a designated user's span-of-control.

PLANNING AND MODELING

- **Collaborative Online Workspaces** - Simplified collaboration allows teams to work on specific areas of an organization in parallel.
- **Multiple Models** - Easily build and access different organizational models to reflect potential changes.
- **Mass Change Updates** - Automatically load approved changes into the HR system of record or create centralized change reports to expedite manual data entry.
- **User Defined Chart Styles** - Save chart formatting time by creating new charts and models using custom designed chart formats.
- **Organizational Templates** - This innovative organizational modeling feature enables streamlined expansion planning. Utilize pre-defined reporting relationships and positions to standardize your corporate expansion efforts.

TALENT MANAGEMENT AND SUCCESSION PLANNING

- **Planning and Modeling** - Create and update succession plans with a simple drag-and-drop interface.
- **Data Analysis** - Improve decision making with easy access to complete talent data including performance, skills, competencies, vacancies, etc.
- **Search** - Locate candidates and competencies with easy-to-use search tools.
- **Enhance Communications** - Easily create and distribute professionally designed succession planning charts and reports to improve information access.

TECHNICAL INFORMATION

- Update the HR system of record(s) with bi-directional data updates.
- Browser-based viewing and administration options include thin-client (zero install) and rich-client (ActiveX plug-in).
- Various data access methods include real-time data access and/or scheduled batch data transfers; extensive support for enterprise data sources including relational databases, XML, CSV, LDAP/AD, etc.
- Powerful security options allow administrators to control data elements, chart navigation, features, and single sign-on.
- Proven reliability and performance have been demonstrated with companies containing over 150,000 employee records.
- Expedite custom integration and development using native Web services integration capabilities.

PEOPLESTREME WORKFORCE PLANNING SOFTWARE

PeopleStreme Workforce Planning software technology provides granular human capital management strategies. **PeopleStreme Workforce Planning**:

- Is Web hosted and enables HR personnel to sit with line managers and complete the workforce forecasting together.
- Provides single-year or multi-year forecasts for every job family in the organization.
- Helps HR conduct workforce planning and forecasting together with line managers, making line managers more aware of key issues such as retention, learning, and development and take more ownership of these issues.
- Allows the HR department to work with line managers to produce a workforce plan for each team member.
- Helps HR play a strategic role in delivering the organization's workforce requirements through better planning and forecasting.
- Is affordable - this is not a $200,000 solution; it is priced for organizations of all sizes.
- Is quick to implement - up and running in days.

Screenshot 34

OVERVIEW

PeopleStreme Workforce Planning and Forecasting Module has the following features:

FORECAST – BY JOB FAMILY

PeopleStreme Workforce Planning and Forecasting Module allows HR managers to select the year and job family they would like to plan for, and then follow the process of data entry. The data entry process

prompts the areas of research required. HR can then complete this research and, once they have the necessary data, complete the forecast component of the plan.

WORKFORCE STRATEGY – BY JOB FAMILY

Once the forecast is complete, HR can then complete the strategy in consultation with line managers.

REPORTS

The system then produces a report that contains the forecast for that job family, the strategy to address requirements, and a graphical summary report.

ADVANTAGES OVER MANUAL METHODS

- ✓ Sustainable method of workforce planning. All your data is in one location; you will not be trying to find spreadsheet files next year.
- ✓ Built to encourage high involvement by line management. This helps line management buy in to help deliver the workforce strategy.
- ✓ Quick to deploy. No more sitting around trying to design spreadsheets.
- ✓ Hosted by PeopleStreme, the workforce planning software is accessible anywhere you have Internet access.

IBM LOTUS WORKFORCE MANAGEMENT

IBM® Lotus® Workforce Management software is a self-service accelerator for IBM WebSphere® Portal software that helps improve employee productivity/performance by streamlining employee/manager-related activities. It provides employees with personalized, online views into the specific content, self-service transactions, company intranet applications, third-party applications, and services they require so that they work more efficiently.
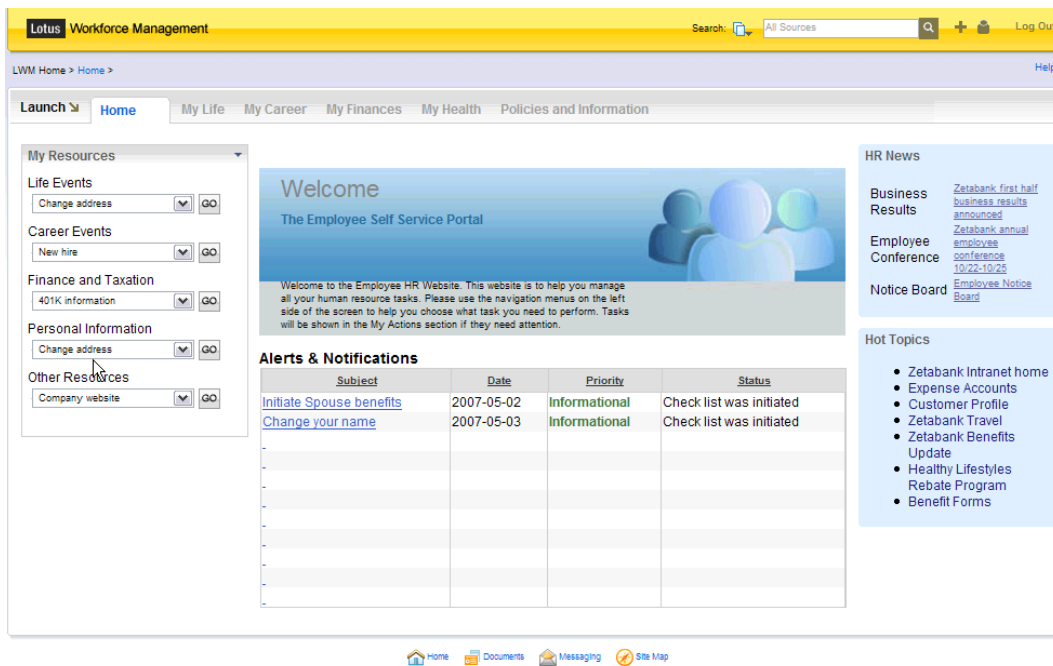
<p style="text-align:right">Screenshot 35</p>

IBM LOTUS WORKFORCE MANAGEMENT

INTUITIVE USER EXPERIENCE - user-friendly interfaces help reduce or eliminate upfront training time and improve productivity, contributing to an attractive total cost of ownership.

ROLE-BASED PERSONALIZATION - flexible applications automatically adapt their structure, presentation, flow, and access rights depending on the role of the user (for example: HR administrator, employee, manager, etc.).

SCALABLE, OPEN ARCHITECTURE - robust, industry-standard Java 2 Platform, Enterprise Edition (J2EE) architecture enables solutions to be platform agnostic and scale to any size implementation.

MULTI-SOURCE DATA INTEGRATION - solutions assemble data and processes from multiple, disparate systems into adaptive composite applications, helping companies to increase the return on their existing software investments.

EASILY EXTENSIBLE - flexible open applications can be easily customized to meet unique requirements - including custom presentation, integrations, and flow - often in a fraction of the time, and at a fraction of the cost, it takes to customize traditional applications.

FEATURES

EMPLOYEE SELF-SERVICE

IBM® Lotus® Workforce Management software's Employee Self Service (ESS) capability provides a centralized online resource for employees to manage their own career and life events and modify personal data. By giving employees selected access to applications traditionally available only to HR, ESS can minimize the need for HR and manager assistance, resulting in lower administrative costs, increased productivity, and improved operational efficiencies. In addition, ESS provides employees with easy, 24x7 access to real-time corporate information, policies, and procedures, helping to improve corporate-wide communication and, ultimately, employee loyalty and job satisfaction.
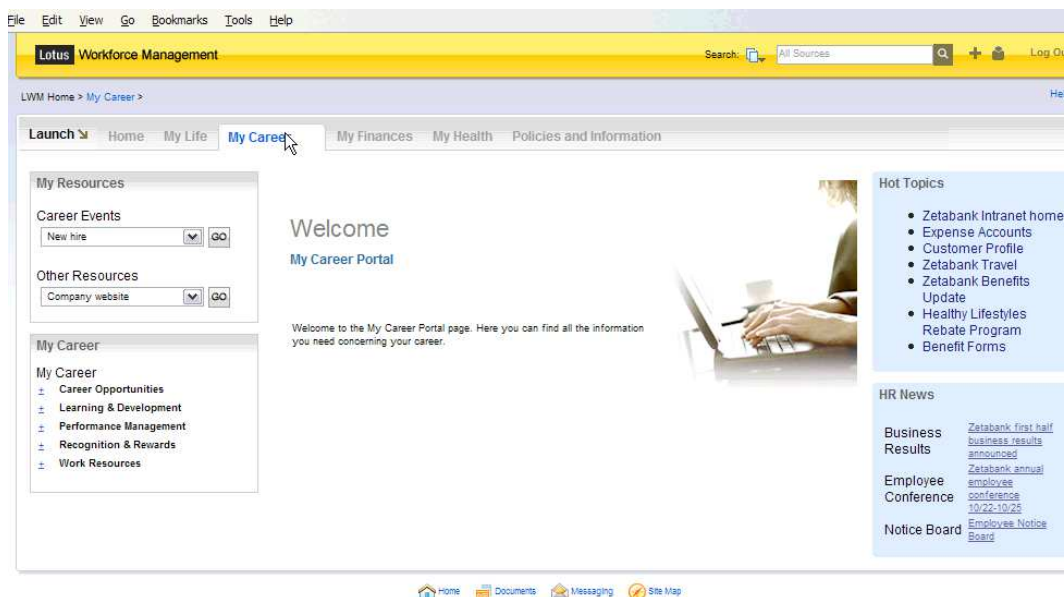
Screenshot 36

MANAGER SELF-SERVICE

IBM Lotus Workforce Management software's Manager Self Service (MSS) capability provides managers with the tools they need to make informed decisions, maximize employee productivity, and reduce costs. With MSS, managers can view and update information about their employees, initiate and manage employee career transactions, and even delegate to ensure coverage while away - all online and in real time. And, by streamlining managerial processes, this solution enables managers to spend more time directing staff toward meeting company goals, increasing revenue, and bringing value to the organization. IBM Lotus Workforce Management software provides all of these capabilities and more in a flexible, robust platform that leverages a service-oriented architecture (SOA), so you can get the most out of your current and future investments.

- ✓ Streamline employee and manager HR activities through an intuitive self-service front end.
- ✓ Guide employees and managers through HR activities in accordance with company policy and best practice.
- ✓ Give managers access to tools and applications to support staff more effectively.
- ✓ Increase worker efficiency and enable cost savings by allowing a higher ratio of employees to HR specialists.
- ✓ Enhance the ability for managers and HR specialists to focus on strategic HR initiatives that help to ensure the vitality of the workforce.
- ✓ Generate value by helping you to improve communication, increase employee productivity, and actively engage the workforce.
- ✓ Help extend the value of existing IT applications by bringing the power of IBM WebSphere® Portal software and Lotus to SAP® HR.

COUGAR MOUNTAIN

Cougar Mountain Software publishes point-of-sale, accounting, and fund-accounting software that helps small to medium-sized businesses make important management decisions and save money. Designed with security and functionality in mind, Cougar Mountain's software is easy to use and has the features of a premium product (customized-report functionality, the ability to connect from remote locations, and a secure audit trail) at an affordable price.
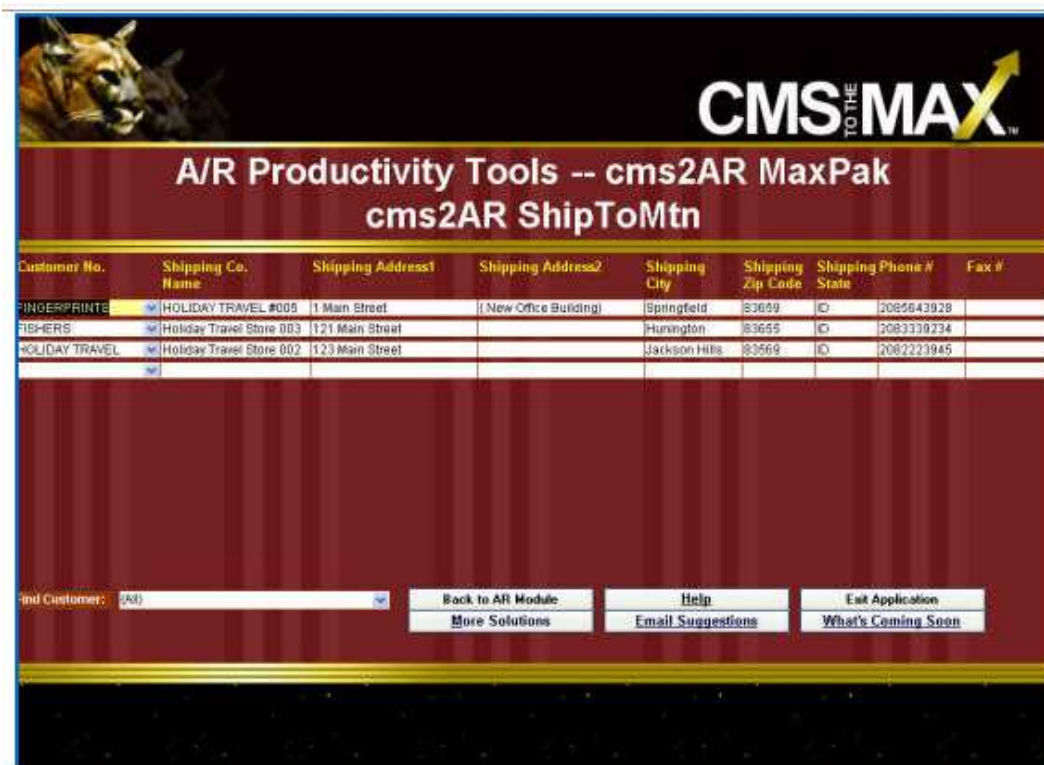
Screenshot 37

Cougar Mountain's accounting packages are completely integrated and scalable solutions with security features you can trust. It allows you to import records from previous accounting platforms, and it's robust enough to fit your business as it grows, unlike other less-expensive software packages that have limited features.

Cougar Mountain's point-of-sale software is designed for retailers who need a reliable system that provides an up-to-the-minute overview of the activities that affect a retail business including transaction volumes and promotional pricing. It also has the ability to connect to multiple/remote locations and can save user-defined entry fields allowing you to set up keyboard shortcuts for quick order entry. With Cougar Mountain's point-of-sale software and **Merchant Transaction Services**, you can save time and money by electronically processing checks and credit and debit cards and conducting electronic transfers. Cougar Mountain also provides a complete selection of retail business hardware to support your Cougar Mountain POS software. This reliable and attractive selection of POS hardware includes registers, scanners, monitors, key pads, and cash drawers.

SinglePoint combines the power and flexibility of software from Cougar Mountain with the advanced technology of a dedicated application server from Applianz Technologies. This product is ideal for those businesses that have a limited budget, don't have an IT staff to monitor the health of their hardware, or might have to consider an upgrade in hardware or operating systems. Once you select the software, Cougar Mountain installs it on the server, installs the server, and provides service or support down the road if ever needed.

The CMS FUND lineup is the solution for non-profit agencies or businesses. Cougar Mountain's basic FUND software is designed for non-profit companies that need a basic and economical, but powerful, package to manage finances and bank accounts. The FUND Suite is a complete accounting package designed for non-profits that want or need payroll and want to track vendors. This package also includes PO for encumbrances and to track and manage expenses. The FUND Revenue Center provides everything a non-profit organization needs to track and manage inventory and sales. It also provides the ability to track and manage customers.

Lastly, Cougar Mountain offers a variety of add-on software programs to help customize any Cougar Mountain package. For an additional cost, you can get modules like Cougar Mountain's **PDF-eXplode e-Doc Generator**, which turns important documents like invoices and purchase orders into PDFs and instantly emails them to the recipient. If you need help managing your employees' salaries, you might want to consider Cougar Mountain's **Payroll** software solution. Other modules include **Job Cost**, **Bank Reconciliation**, **Advanced Bill of Materials**, **Specialty Shop** (for tobacco & beverage retailers), **Tax Updates**, and **CMShip** for FedEx and UPS shipments.

All Cougar Mountain products are updated throughout the year so that Cougar Mountain's customers can enjoy the latest accounting and point-of-sale developments as well as proprietary features like a drop-down link menu that allows them to set up new Custom Options in a drop-down menu that links to specific files or applications that you want to see. For example, you could add a link that will open a new window to show a calculator, an Excel file or a Word Document, or popular reports.

COMPARISON TABLE

Vendor	Pricing	Compatibility with SAP	Technology
Microsoft Dynamics GP Enterprise - HR	$20,000 - $250,000	Compatible with SAP	C++, HTML, XML, Visual Basic, Dexterity, MS-SQL Server with RDBMS
SAGE Abra HRMS	-	Compatible with SAP	DBMS, Microsoft Environment
Ultimate Software's UltiPro	-	Compatible with SAP	XML interface, Net 3.0 framework
PeopleSoft Enterprise HCM	$25,000 - $200,000	PeopleSoft is different from SAP, but you can still migrate data from one to the other	Internet architecture
Halogen Software Inc.	Starting at $5573 for 200 seats	Compatible with SAP	Web-based technology
PerfectSoftware	-	-	Microsoft .NET platform, Microsoft SQL Server, Crystal Reports
Lawson Software	$25,000 - $250,000	-	Open standard technologies
Easy Benefit Statements Software	$590 or $990, depending upon version	-	Access Run Time as the underlying technology
Infor ERP Solutions	$2,000-$100,000+	Compatible with SAP	(SOA), Web-based user interfaces
Insala Workforce Management Software			
Aruspex Solution CAPTure Software	-	Compatible with SAP	-
Aquire Workforce Planning & Management	-	Compatible with SAP	-
PeopleStreme Workforce Planning Software	$200 to $300 per user	Compatible with SAP	MS Internet Server, MS SQL
IBM Lotus Workforce Management	-	Compatible with SAP	-
Cougar Mountain	$999 to $10,000	Compatible with SAP	16-bit systems, dBase SQL Server

Table 1.10

Source : Annexure(List of Suggested Readings)

CASE STUDIES

Premium Power's mission in life is to help New Zealand equipment manufacturers throughout the country access high quality petrol engines, petrol-powered products, and generators at an affordable price. Premium Power was formerly part of Parkland Products, but two years ago the businesses were split into separate entities. Premium Power is the smaller of the two companies, with its staff managing a database of 1,800 customers and prospects, which includes 600 active customers.

With a small team driving toward an ambitious five-year growth target of 22% per annum, Premium Power needed to be able to quickly and easily analyze the market through in-depth customer information. "As a small company, we wanted to minimize our marketing costs. To do this, the staff needed a system that allowed them to efficiently send targeted product information to current and prospective customers. In return, we wanted insightful quantitative and qualitative feedback to ensure our marketing campaigns achieved real cut through," says Premium Power's Manager Paul Moulton.

"Our technology partner, Complete Solutions, has worked with us for about five years so knows our business well. They strongly recommended we move to Microsoft CRM, so after evaluating the benefits we, in effect, piloted the system with Premium Power, before looking at deployment across our larger company, Parkland Products."

For Complete Solutions' John Biggs, he could see the importance of Premium Power utilizing Microsoft CRM for business growth. "For any company in sales, the customer information and management that can be gained through Microsoft CRM is critical, so we strongly recommended Premium Power to utilize Microsoft CRM development as soon as they could," says Biggs.

EASY INTEGRATION AND INTUITIVE MICROSOFT® INFRASTRUCTURE

Premium Power operates on a stand-alone server, Microsoft® Windows® Small Business Server - Premium Edition, which includes Microsoft® Exchange Server. It has also used Microsoft® Solomon as its ERP solution for many years.

The capability of Microsoft CRM to integrate with the company's existing Microsoft® IT infrastructure was identified as one of its key benefits. "Integrated Microsoft technology definitely allows for cost-effective IT installation and easy on-going management. Microsoft CRM is incredibly intuitive, so was simple for us to integrate it with the other Microsoft technologies within a month," says Biggs.

Paul Moulton agrees with the integration benefits: "For CRM to be of most value, all staff needs to use it and keep it up-to-date. It needs to be easy to access and easy to use. In the past, we had to log into a separate system to get customer data, it needed to be synchronized, and not all staff had access. We never used it like we should have because there were too many barriers to access."

"Complete Solutions has integrated the Microsoft CRM into our existing technology, so it 'hangs off' our Microsoft® Outlook®. This new gateway means access is really quick, making it extremely easy for all our staff to access the information they need," Moulton says.

"Everyone has a view of the new system, including our rep. based in New Plymouth, who can access it offline and take the information with him on his laptop."

Moulton adds that the Microsoft "look and feel" is another reason for strong staff uptake: "Microsoft CRM is very intuitive, and how you navigate and search within it is familiar to the staff, as they use Outlook at work, and many use Microsoft products at home."

"This intuitive nature and look and feel also helped keep our implementation costs down, as we needed little training. It was a short learning curve."

MEASURABLE BENEFITS IMMEDIATELY

The benefits to Premium Power have been immediate and measurable.

"Because of CRM, we are being proactive rather than reactive," says Moulton.

"For example, we decided to target hire companies to grow our generator business. We bought a hire company database, threw it into CRM, and used it to email special offers. We could then use it again to monitor the feedback and the type of response. We now know how people want to be communicated to and what products they are interested in, so our sales team can follow up and convert the expressions of interest into sales."

"We also now have an understanding about the hire company market and have managed to build up a significant business in that sector from nothing. We achieved this much more quickly and more cost effectively than we would have had we door knocked or taken pot luck at trade shows," adds Moulton.

"There is no question that the investment has been money well spent."

MICROSOFT CRM - CLEAR OPTION FOR PARKLAND PRODUCTS

John Biggs says Microsoft CRM puts the company in a great position to roll it out in Parkland Products. "Premium Power can easily take advantage of any increased functionality, as the product is enhanced. If they had waited even a year, they would have missed out on critical business information. The Software Assurance licensing structure also means the company can gain from upgrades for two years at no cost."

Chris Todd, Premium Power's Managing Director, is keen to roll it out at Parkland Products.

"Parkland is a significant business, and we know it would benefit from Microsoft CRM. The company has 30 PCs, with 45 people - including remote staff - who would all utilize Microsoft CRM," says Todd.

"The project at Premium Power has been a great way for us to test CRM, and it is clear that it is the best way for us to grow both our businesses."

CASE STUDY OF SAGE ABRA HRMS - A CASE OF TSE INDUSTRIES

TSE Industries is a family-owned company with six divisions and more than 250 employees. For more than 40 years, it has produced quality custom rubber and plastic products, conveyor components, and specialty chemicals to meet a wide variety of industrial and business needs. For example, TSE's Rubber Division manufactures rollers, wheels, and belts used in ATMs across the U.S. to accurately dispense currency and receipts.

Throughout much of its history, the company utilized a combination of paper files and a generic manufacturing application to manage HR, payroll, and training data. In 1999, TSE searched for a solution that would eliminate cumbersome manual processes and provide more robust functionality, especially for HR tasks and reporting. Impressed with its capabilities and core integration features, TSE Industries purchased Sage Software's Abra Suite from Ideal Consulting, a Sage Software business partner.

EASILY PROVING ISO COMPLIANCE

As an ISO 9002 manufacturer, TSE must monitor numerous training certifications for its employees. Keeping track of this information can be a difficult task for any company, but especially for one like TSE, which is comprised of five divisions, each with its own set of job and course requirements. Abra Train, an Abra Suite module and skills-based training management system, helps ensure each TSE employee is up-to-date with both external and internal training needs.

"Abra Train has simplified our certification processes. Prior to implementing Abra Suite, we'd manually search through thousands of paper files to prove compliance. Now when an auditor asks for proof, we can electronically pull up the required information in a matter of seconds."

—Michelle Hintz-Prange
HR Manager
TSE Industries

Silver Eagle Distributors, located in Houston, Texas, is the nation's second largest distributor of Anheuser-Busch products with 800 employees. Originally called Southwest Distributing, it was founded in 1961 by Basil Georges. The purchase of the company by John L. Nau, III and his partners began in 1987 and was completed in 1991. The transition in leadership culminated with a name change in 1989, with the company becoming Silver Eagle Distributors. Then in 1997, John and Bobbie Nau purchased the remaining shares from their partner and became sole owners. The company's dedication to providing quality Anheuser-Busch products with outstanding customer service has allowed the company to grow from a distant second-place market position to its current ranking as the #1 beer distributor in the Houston metroplex, which includes Conroe and Rosenberg.

THE CHALLENGES

Silver Eagle's HR team had been manually processing 300 to 500 job applications each week before the company went "live" on Ultimate Software's UltiPro Recruitment in 2005. An Ultimate Software customer since 1997 using core UltiPro to manage its HR, benefits, and payroll functions, Silver Eagle selected Ultimate Software's talent acquisition solution because the beverage distributor had years of history with Ultimate Software's quality product and services.

THE SOLUTION

When Silver Eagle was processing applications manually before using UltiPro's talent acquisition feature set, the HR team received an application, logged the information into a spreadsheet, and then placed the résumé into one of the stacks organized by location. Yvonne Pieprzyca, Silver Eagle's recruiter, had to read through each one, dispose of the duplicates, and determine the appropriate course of action. The entire time-to-hire process would typically take several months. With UltiPro Recruitment, Pieprzyca has reduced the company's time to hire by more than half.

> *"When I first saw a demonstration of UltiPro Recruitment, I knew we had to have it. Since I receive 60 to 100 resumes each workday, the recruitment process before UltiPro was absolutely overwhelming," said Pieprzyca. "Now hiring managers create job requisitions online that are posted soon after being automatically routed through multiple approvers. Applicants complete assessments via the Internet. UltiPro then scores them and points me to the best people for the openings. UltiPro Recruitment has transformed my ability to help Silver Eagle get the best candidates as fast as possible."*

Since many of Silver Eagle's applicants are responding to positions that involve driving and particular types of driver's licenses, there are guidelines that the company follows to help ensure it hires the safest, most competent drivers. To narrow the field of applicants, Pieprzyca uses screening questions built into UltiPro Recruitment that provide historical information, such as driving records, about the candidates.

"Based on the job's requirements, candidates complete an assessment in UltiPro," said Pieprzyca. "In addition to helping me easily determine the best person to interview, the scores are visible to applicants so they can see whether they are a good fit for the position. With the number of applicants we manage, the online assessment has provided a tremendous source of efficiency and value."

Managing tens of thousands of applicants each year can be difficult, but with UltiPro Recruitment, Pieprzyca can keep them organized and immediately accessible in one database. Many applicants apply for multiple jobs at Silver Eagle, or they may apply for the same job more than once. With UltiPro, Pieprzyca can filter duplicates faster than before and match good candidates who applied for other jobs for alternate open positions.

"Sometimes we have an open job that fits the background of someone who has previously applied with Silver Eagle for a different position," said Pieprzyca. "With UltiPro, I can readily find and contact them to see if they are interested in the other position that they may not have noticed. This is a quick way for me to fill positions without waiting for a new set of appropriate résumés."

CASE STUDY OF PEOPLESOFT ENTERPRISE HUMAN CAPITAL MANAGEMENT - A CASE OF A HEALTH CARE PROVIDER

When a large health care provider in southern New Jersey needed to upgrade its HR functions and make them more effective, the choice of a trusted advisor and technology consultant to get the job done turned out to be Towers Perrin, PeopleSoft's partner. What the company got was more than an improved set of technical capabilities. It came away with a more efficient and far-reaching set of HR services to help attract talent and manage the performance of people within the organization.

MANAGING CHANGE FOR THE BUSINESS

Like many other companies, the health care provider was using the PeopleSoft HCM module of HR functions and wanted to upgrade from version 8.0 to version 8.9. It had some other objectives in mind to meet its own business needs. These included:

- ✓ Stepping up capabilities in HR recordkeeping and administration, payroll, and selected manager and self-service functions
- ✓ Eliminating as many customizations as possible through process changes and improved system functionality
- ✓ Laying the groundwork for full implementation of a talent acquisition management (TAM) system in 2007, a Web-based recruiting tool, along with Candidate Gateway, another Web-based recruiting tool that takes resumes and answers initial questions about the company
- ✓ Improving overall system performance and maintenance

HR TECHNOLOGY CONSULTANTS GET TO WORK

The Towers Perrin consultants assigned to the project worked closely with the company's team of HR and IT managers on a number of activities. The cooperation, which began with a full assessment of the company's HR functions to produce a detailed set of work plan designs, led to successful outcomes in these areas:

- ✓ Company staff members and managers received training in the use of the new PeopleSoft HCM version 8.9.
- ✓ Test scripts were developed for HR and IT managers, giving them a kind of road map to make sure systems and processes were correctly implemented.
- ✓ Project activities were coordinated with the hosting provider that was responsible for administering the PeopleSoft hardware and software.

MANAGING CHANGE SUCCESSFULLY

When the project was done, the New Jersey-based company had a much improved suite of HR services. More broadly, the company was better positioned to attract talent and help its workforce stay focused on its core business of delivering health care services to patients. Project managers listed these key outcomes:

- ✓ Customizations of software and related systems were reduced by 50%. This helped improve functionality and positioned the company to handle more maintenance on its own in the future, as well as to add new upgrades.
- ✓ The company added a new Person Model feature within PeopleSoft to keep track of individuals and their positions throughout the company and to more accurately classify employees, contractors, and vendors.
- ✓ The foundation was laid to implement a new process for attracting talent and keeping track of new hires, along with their skills and job responsibilities within the organization after joining. These tools also enable managers to identify positions of interest to help people with top talent advance in their careers.
- ✓ Communication with the hosting provider improved.
- ✓ IT and HR managers expressed satisfaction with the upgraded system, which also won broad acceptance among users, including employees.

CASE STUDY OF HALOGEN SOFTWARE INC. - A CASE OF AMCOR SUNCLIPSE

[Amcor Sunclipse North America is a branch of the Australian packaging manufacturing company Amcor.](#) With 2,200 employees in North America, Amcor Sunclipse manufactures and distributes corrugated packaging products. With headquarters in California, Amcor Sunclipse has 38 distribution centers throughout the USA and Mexico, as well as 14 manufacturing plants.

Amcor's mission statement stresses the importance of "encouraging and rewarding employees to achieve the highest standard of performance." Although Amcor Sunclipse values this statement, demonstrating support for its employees through timely and comprehensive appraisals was becoming a challenge. The company's approach to completing employee evaluations, as well as the evaluation forms, was in need of overhaul.

Prior to introducing Halogen's EPM software, Amcor Sunclipse used a paper-based system to evaluate and track employees' skills and performance. Human Resources (HR) assigned a binder to each employee containing the appraisal forms as well as a history of the employee's skills and competencies. On the anniversary of an employee's first day with Amcor, HR sent the employee's binder to the manager. Since the appraisal forms were also due the same day, managers did not have time to provide thoughtful and timely employee reviews. Richardson estimates less than 10% of appraisals were completed on time. Managers completed appraisals up to 18 months late, and since compensation was linked to the appraisal, some employees waited up to two years for pay increases.

The structure of the evaluation forms also presented a challenge. Since the questions on the forms were qualitative, managers had no quantifiable metrics to track employee performance. According to Richardson, "the forms were rudimentary and could be completed in approximately five minutes." The appraisals were also void of objectives, providing employees with little direction for broader career development.

AMCOR SUNCLIPSE NEEDED A SOLUTION THAT WOULD PROVIDE TWO KEY FEATURES

IMPROVE THE APPRAISAL PROCESS

The system needed to improve completion time, make the process simpler, and allow managers to track and report on employees' skills.

IMPROVE THE APPRAISAL FORMS

Appraisals needed to include metrics and objectives and promote employee development.

Amcor Sunclipse's satisfaction with its Human Resource Information System, **UltiPro by Ultimate Software**, drove Amcor to consider software that would improve its appraisal process. Although UltiPro manages tasks such as payroll, benefits, and company communications, Amcor Sunclipse wanted a complementary solution to manage its appraisal process and track employees' skills, allowing managers to identify qualified employees for job openings. Ultimate Software suggested a number of vendors and products, including Halogen's eAppraisal software. Since Richardson knew of Halogen from magazines

and word of mouth, he looked into their solution first. The "glowing reports" received from customers Richardson contacted gave him the confidence he needed to proceed with Halogen.

One aspect of the software that impressed Richardson was the accountability feature. Halogen's solution is designed to email a manager if a step in the appraisal process is not completed. If a manager is late finishing an appraisal form and does not respond to the email, the situation is escalated to the manager's superior and escalates up the company hierarchy until the form is completed. Amcor Sunclipse felt this accountability feature would provide the motivation managers needed to complete appraisals on time.

SOLUTION ARCHITECTURE

Amcor Sunclipse launched eAppraisal for management and non-union employees in July 2005. The company spent two to three weeks testing the system on a separate server before launching the solution in North America. Richardson recalls the actual implementation only took a few days, a process that was so simple, "it was scary". Halogen was supportive and made the tool easy to use during the implementation process. When Amcor needed to contact Halogen with a question, the company was available to address its concerns immediately.

The EPM solution has replaced Amcor's paper-based system, reducing HR labor and material costs required to complete the appraisal process. With eAppraisal, managers are emailed a series of steps to complete 30 days before the deadline, providing the necessary time to complete a thorough appraisal. Evaluation forms also include quantitative metrics to measure work performance. For example, a quality control manager would be evaluated on the number of defective packaging products produced, providing a benchmark to measure current and future performance against. The basic structure of the evaluations is standardized to provide consistent evaluations across the company.

ORGANIZATIONAL BENEFITS

With the implementation of eAppraisal, Amcor Sunclipse now benefits from the improved quality and on-time completion rate of appraisals, reporting capabilities, and system flexibility.

Completion Time - Since the implementation of eAppraisal, approximately 90% of the company's employee evaluations have been completed on time. The new process has improved employee satisfaction as well since appraisals are linked to compensation. Employees are now receiving timely pay increases based on their performance.

Cost Savings - Amcor's largest cost savings from Halogen's EPM software has been the elimination of resources to prepare and manage the old paper-based system. Richardson estimates Amcor reduced its headcount by 10 to 15 full-time employees, a cost savings of approximately US$300,000. In addition to labor, the elimination of binders also saved the company paper and photocopying costs.

Quality - Using quantitative metrics to set clear performance standards and goals is helping to motivate employees as well as identify individual and organizational skill gaps. Employees value the time their managers take to help them identify personal objectives and career aspirations as well as pinpoint the actions required to meet their goals.

Reporting - Although Amcor liked the new evaluation process and format for the appraisal forms, the reporting function provided limited capabilities. Managers could search for employees by title, but not by state or other attributes. Halogen worked closely with Amcor to understand how it could help managers search for employees with specific skills from different departments or states and report the findings more easily. Halogen took these requests into consideration when developing its latest release of EPM 7.0. Amcor implemented the updated solution on April 3rd, 2006. A senior manager can now sort data by a number of fields including co-worker, manager, job title, location, and appraisal score. Amcor intends to integrate the reporting capability into its HRIS system to reduce the time and effort required to identify and rank potential employees for job openings.

Flexibility - Although eAppraisal improved the completion time of evaluation forms considerably, Richardson admits it took a while for some managers to adapt to the accountability feature. Managers needed to allocate more time in their schedules to complete the evaluations on time and prevent email notices from being sent to their superiors. The flexibility and customizable features in eAppraisal allowed Amcor to modify the program, simplifying the number of steps in the appraisal process from seven to four. Managers now find it easier and less stressful to complete the evaluations on time.

By tracking meaningful metrics and objectives and working with employees to help them define a career path, Amcor's employee performance management process now reflects its mission statement.

"Halogen's eAppraisal has been instrumental in holding respectful, timely, and meaningful discussions with each of our co-workers; not just around past performance, but also around annual objectives, and career development opportunities and planning. It is a key tool in our talent retention efforts."

Lowell Richardson, Vice President, Quality, Amcor Sunclipse North America

CASE STUDY OF PERFECTSOFTWARE - A CASE OF UNITED FOOD AND COMMERCIAL WORKERS UNION

The United Food and Commercial Workers Union is North America's largest private sector union, made up of over 1.4 million members throughout different industries. Four of every five UFCW members work in food-related industries. About 900,000 members work in retail food, and 250,000 members are employed in meatpacking and food processing. Thousands of other UFCW members work in the health care industry, for insurance companies, in department stores, and in the garment, distillery, and textile trades.

The UFCW has a national office in Washington, DC, and more than 1,000 local unions throughout the U.S., Canada, and Puerto Rico. Employees in the headquarters and the field offices comprise a workforce in excess of 800 employees.

EVALUATION

In 1992, the UFCW contacted PerfectSoftware and other vendors from a listing in the Data Sources directory. UFCW was using a limited mainframe-based Human Resource tracking system and needed more control and reporting for the vacation and sick time accrual process.

Their attendance system could not accurately or conveniently serve the needs of the already overburdened department. The staff at UFCW needed a flexible solution that could handle the attendance as well as the general employee information needs. The evaluation process took over 3 months. Numerous companies were contacted for a product evaluation prior to selecting PerfectSoftware's hrWindows.

RESULTS

UFCW selected hrWindows as a result of the user-friendly, state-of-the-art features contained in the system. While UFCW initially focused on attendance-related features, they added other areas for tracking and maintaining key employee information. The job and salary tracking module enabled them to handle all of the employee reviews and salary history. UFCW management could now have immediate access to the employees' entire review history, and numerous custom reports were prepared to assist management during the review process.

As a union organization, UFCW had to prepare information for negotiations with their internal bargaining units. Various unions represent UFCW employees. Each salary and benefit improvement results in a new contract with the respective union. UFCW management uses various analytical reports to help them better understand the implications of any contractual improvements. Management also uses certain information from hrWindows to help with any potential disciplinary problems.

CASE STUDY OF IBM LOTUS WORKFORCE MANAGEMENT - A CASE OF STARRS

In order to be better prepared in the post-9/11 world, the St. Louis Area Regional Response System (STARRS) was formed. Its task is to create jointly conceived, jointly funded projects that benefit all of the agencies and citizens in the entire region.

BUSINESS NEED

To respond to mandates from the Department of Homeland Security more effectively, the St. Louis Region formed the St. Louis Area Regional Response System (STARRS), a collaborative working group of first responders, experts, and other stakeholders. STARRS is tasked with creating ways to better protect the public and improve the efficiency and effectiveness of emergency response, while working with the industry to execute the projects it devises.

SOLUTION

Building on concepts generated by STARRS committees, IBM has implemented a variety of solutions to fulfill the critical needs of delivering police, fire, and EMS services to the public more effectively. The first two are the STARRS Virtual Emergency Operations Center and the STARRS Patient Tracking System.

BENEFITS

- ✓ Allows first responders to collaborate seamlessly and transparently
- ✓ Provides immediate access to critical information
- ✓ Integrates a wide variety of information types
- ✓ Offers easy expandability
- ✓ Captures critical patient information on-scene and transmits it to hospitals
- ✓ Helps make emergency response efforts faster and more effective
- ✓ Improves EMS productivity 10-15 percent

MARKET RATINGS OF DIFFERENT WORKFORCE MANAGEMENT SOFTWARE

The available global ranking of different HR/workforce management software is shown below. The listings will help Rio Tinto choose the best suitable software based on its specific requirements:

TOP HUMAN RESOURCES SOFTWARE		
Vendor	Name of the Software	Rank
Microsoft	Microsoft Dynamics GP Enterprise - Human Resources (HR)	1
Halogen	Halogen Employee Performance & Talent Management	2
PerfectSoftware	PerfectSoftware	3
Sage Software	Sage Abra HRMS® Software	4
Ultimate Software	Ultimate Software's UltiPro	5
Easy Benefit	Easy Benefit Statements Software	6
Lawson Software	Lawson Software	7
PeopleSoft	PeopleSoft Enterprise Human Capital Management	8

[Table 1.11](#)

Source: 2020Software.com

TOP WORKFORCE MANAGEMENT SOFTWARE		
Vendor	Name of the Software	Rank
PeopleSoft	PeopleSoft HRMS Portal Pack Software	1
Sage Software	Sage Accpac 500 ERP	2
Sage Software	Abra Workforce Connections Software	3
PerfectSoftware	PerfectESS Software	4
Ultimate Software	Ultimate Software's UltiPro - Additional Features	5
Microsoft	Microsoft Dynamics SL - Business Portal Software	6

[Table 1.12](#)

Source: 2020Software.com

TOP TRAINING MANAGEMENT SOFTWARE		
Vendor	Name of the Software	Rank
Cougar Mountain	Cougar Mountain Software - Training Software	1
Ultimate Software	UltiPro Learning Management Software	2

[Table 1.13](#)

Source: 2020Software.com

TOP TALENT MANAGEMENT SOFTWARE		
Vendor	**Name of the Software**	**Rank**
Ultimate Software	UltiPro Position Management Software	1
Halogen	Halogen eSuccession Software	2

Table 1.14

Source: 2020Software.com

TOP PERFORMANCE MANAGEMENT SOFTWARE

	Ventana Research 2007 Midyear BI and Performance Management Scorecard							
	Overall		**Align**		**Optimize**		**Understand**	
Vendor	**Rank**	**Score**	**Rank**	**Score**	**Rank**	**Score**	**Rank**	**Score**
Actuate Corporation	5	88.83%	7	82.69%	5	78.57%	1	98.14%
Applix	6	84.24%	4	91.35%	6	75.00%	10	84.47%
arcplan	7	83.95%	5	86.54%	7	72.62%	8	88.20%
Business Objects	4	91.12%	4	91.35%	3	85.71%	5	93.79%
Cognos	3	93.70%	1	99.04%	4	83.33%	4	95.65%
Corporater	11	66.76%	9	73.08%	12	39.29%	11	77.02%
IDS Scheer	12	59.31%	11	48.08%	11	42.86%	12	75.16%
Infor	1	97.42%	2	98.08%	1	96.43%	2	97.52%
Information Builders	8	82.23%	6	84.62%	10	52.38%	3	96.27%
Microsoft	NA	66.19%	NA	52.88%	NA	55.95%	NA	80.12%
MicroStrategy	NA	77.36%	NA	75.96%	NA	50.00%	NA	95.03%
Oracle Corporation	NA	82.81%	NA	77.88%	NA	63.10%	NA	96.27%
RiverLogic	9	78.22%	10	58.65%	5	78.57%	6	90.68%
SAP	NA	91.40%	NA	91.35%	NA	84.52%	NA	95.03%
Softscape	7	83.95%	3	92.31%	9	61.90%	7	90.06%
Symphony-Metreo	2	94.27%	4	91.35%	2	95.24%	4	95.65%
Varicent	10	77.94%	8	74.04%	8	69.05%	9	85.09%

Exhibit 1.15

Source: Ventana Research Report

TOP EMPLOYEE SCHEDULING SOFTWARE

Rating legend: Excellent, Very Good, Good, Fair, Poor

	WhenToWork	Schedule It	Time Tracker	ClockIt	TimeCurve Scheduler	AceShiftOne	Schedule24	Employee Scheduling	Employee Scheduling	ReSched
Rank	GOLD	SILVER	BRONZE	4	5	6	7	8	9	10
Overall Rating	Excellent	Very Good	Good	Good	Very Good	Good	Good	Good	Good	Fair

Ratings

	WhenToWork	Schedule It	Time Tracker	ClockIt	TimeCurve Scheduler	AceShiftOne	Schedule24	Employee Scheduling	Employee Scheduling	ReSched
Feature Set	Very Good	Very Good	Very Good	Good	Good	Fair	Very Good	Good	Fair	Good
Ease of Use/Setup	Excellent	Excellent	Good	Very Good	Good	Good	Good	Fair	Good	Fair
Reporting Capabilities	Excellent	Fair	Excellent	Fair	Good	Fair	Fair	Very Good	Good	Fair
Ease of Installation	Excellent	Excellent	Excellent	Excellent	Excellent	Very Good	Excellent	Excellent	Excellent	Excellent

Features

	WhenToWork	Schedule It	Time Tracker	ClockIt	TimeCurve Scheduler	AceShiftOne	Schedule24	Employee Scheduling	Employee Scheduling	ReSched
Employee's Scheduled	151-200	32,000	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited
Schedule for Multiple Locations	✓	✓	✓			✓	✓			
Manage Employee Information	✓		✓	✓	✓	✓	✓		✓	
Printable Schedules	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Print Individual Schedules	✓		✓	✓	✓	✓	✓	✓	✓	✓
Post Schedules Online	✓	✓		✓		✓	✓	✓		
Import/Export Data	✓	✓	✓	✓	✓	✓				
Backup/Restore Data	✓	✓			✓	✓			✓	
Password Protection	✓	✓	✓			✓		✓	✓	✓

Scheduline Views/Reports

	WhenToWork	Schedule It	Time Tracker	ClockIt	TimeCurve Scheduler	AceShiftOne	Schedule24	Employee Scheduling	Employee Scheduling	ReSched
Available Reports	20	2	36	2	8	3	3	11	10	1
Shifts per Day/Employee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Employees	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Time-Off Summary	✓		✓						✓	
Weekly Employee Hours	✓		✓	✓	✓		✓	✓		
Daily Schedule	✓	✓	✓		✓		✓		✓	✓
Weekly Schedule	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monthly Schedule	✓		✓		✓	✓	✓	✓		✓

Exhibit 1.16

Source: Toptenreviews.com

EXECUTIVE SUMMARY

Workforce planning is becoming the priority human resources issue for organizations, and there are plenty of reasons why. Consider the increasing shortage of highly skilled workers around the world, the potential loss of critical know-how as a result of the impending retirement of baby boomers, and the multi-generational diversity that is challenging businesses to balance conflicting expectations. Moreover, many organizations have not had a strategic or integrated approach in understanding how their internal systems impact their personnel. More companies are beginning to adopt software tools to more effectively forecast and plan the workforce in order to retain their position in this highly competitive market. There are many reasons why organizations are moving toward technology for workforce management:

 - Workforce management remains constrained by its own shackles and seems to be struggling to move into its new transformed state of being a real strategic player in the organization.
 - One of the reasons for this transformation via technology is the fact that HR is still largely administrative in nature, and until HR departments take real ownership of technology and streamline how the technology is used, many organizations will simply not allow HR to play a different and more strategic role in the organization.
 - We still need resources in HR departments to "help line manage" the software. This is a crazy situation, and on top of it all, HR often points toward the level of competence of the line manager and his lack of desire to manage people effectively as the reason for not using HR technology tools.

Future HR is not the "cry-on-my-shoulder" department any longer, and that is a big jump for many traditionalists. Future HR's role is to provide services to the organization that will make it more competitive through its people resources. Workforce management technology is the catalyst for HR to get out of the administrative trap and move into a value-adding role.

This report suggests that there is no such thing as perfect software that fits all organizations. Organizations can choose the most suitable software based on their own specific needs. Organizations also have the option to mold and customize the selected software as per their requirements.

ANNEXURE

CONTACT DETAILS OF DIFFERENT VENDORS

Vendor	Address	Contact Number	E-mail Address	Website Address
Microsoft Dynamics GP Enterprise - Human Resources (HR)	Microsoft Canada Co., 1950 Meadowvale Blvd., Mississauga, Ontario, L5N 8L9	1-888-477-7989 (Toll Free)	-	http://www.microsoft.com/
Sage Abra HRMS	888 Executive Center Drive West, St. Petersburg, Florida, 33702	1-866-271-6050	info.abra@sage.com	http://www.sagesoftware.com/
Ultimate Software's UltiPro	-	1-888-432-1729	-	http://www.ultimatesoftware.com/
PeopleSoft Enterprise Human Capital Management	Oracle Corporation, 500 Oracle Parkway, Redwood Shores, CA, 94065	1-650-506-7000	-	http://www.oracle.com/
Halogen Software Inc.	-	1-866-566-7778	sales@halogensoftware.com	http://www.halogensoftware.com/
PerfectSoftware	-	800-788-7575	-	http://www.perfectsoftware.com/
Lawson Software	Top of Form, 15 Allstate Parkway, Suite 501, Markham, Ontario, L3R 5B4, Canada	1-905-470-1811, 1-905-470-1820 (Fax)	John.Scagnelli@Lawson.com	http://www.lawson.com/
Easy Benefit Statements Software	7 Corporate Center Court, Greensboro, NC, 27408	877-282-3330, 336-282-3797 (Fax)	info@easybenefitstatements.com	http://www.easybenefitstatements.com/
Infor	250 Ferrand Drive, 12th Floor, Toronto, ON, M3C 3G8	416-421-6700, 1-800-260-2640	sales@infor.com	http://www.infor.com/company/locations/
Insala Workforce Management Software	1440 Broadway, 23rd Floor, New York, NY, 10018 Bottom of Form	212-400-7244, 646-512-5118 (Fax)	info@insala.com	http://www.insala.com/

Aruspex Solution CAPTure Software	-	1-415-738-8405	aruspex@aruspex.com	http://www.aruspex.com/
Aquire Workforce Planning & Management	5215 N. O'Connor Blvd., Suite 300, Irving, TX, 75039, USA	1-214-574-5020, 1-214-574-5014 (Fax)	-	http://www.aquire.com/
PeopleStreme Workforce Planning Software	Level 1, 474 St. Kilda Road, Melbourne, VIC, 3004, Australia	1300-889-548 (Toll Free), 03-9869-8880	lyle.potgieter@peoplestreme.com	http://www.peoplestreme.com/
IBM Lotus Workforce Management	-	1-877-426-3774 (PC 104CBW73)	-	https://www.ibm.com/
Cougar Mountain	7180 Potomac Drive, Boise, Idaho, 83704	800-388-3038	sales@cougarmtn.com	http://www.cougarmtn.com/

CLIENT LIST OF DIFFERENT VENDORS

Vendor	Existing Customers
Microsoft Dynamics GP Enterprise - Human Resources (HR)	Bank of America, CANON, Brown Neith, Crown Leisure, Entoria, ETA, Gallagher, Inchcape UK, John Jones, SIMMS, Spearmark, Steel & Alloy, Thomas Swan
Sage Abra HRMS	Citizens Bank, Commercial Ullman Lubricants Co., Trammell Crow Residential, Valimet Inc., Webster Five Cents Savings Bank, Villa Pizza, Sierra Tel Communications Group, Ruden McClosky, Piedmont Healthcare Management Group, Mitsubishi Caterpillar Forklift America Inc. (MCFA), Military Sales & Service Co., Asurion
Ultimate Software's UltiPro	CAllen Samuels Auto Group, American Fidelity Assurance, Bryant University, Consolidated Restaurant Operations Inc., Culligan International Company, Delta Sonic, Dungarvin, First Horizon National Corp., Genmar Holding Company, Intermatic Inc., Interstate Resources, JELD-WEN Inc., Lillian Vernon, Miles Kimball, Nikon Inc.
PeopleSoft Enterprise Human Capital Management	Accenture, Altis Semiconductor, A.T. Kearney, TIAA-CREF, Swisscom, Network Appliance, Omaha Public Power District, Qualcomm, Solutia, Toyota Motor Sales U.S.A., Unisys, USi, IBM, JohnsonDiversey, Zebra Technologies
Halogen Software Inc.	Jelly Belly, MSNBC, Beaumont, ACIS, Pioneer, Georgia Tech., TDK, Liberary Mutual, Toshiba, Nestle, Sharp, ING Real Estate, Citizens, Standard Banks, Vonage
PerfectSoftware	Cardinal Scale Mfg Co., Cheltenham Township School District, Computer Generated Solutions, Florida Fruit and Vegetable Association, Gibraltar Packaging Group Inc., Greene County Children Services Board, Industrial Economics Inc. (IEc), Liberty Healthcare Corporation, McAllister Towing & Transportation, National Center for Missing and Exploited Children, Precision Steel Warehouse, Stanwood Redi-Mix Inc., Taylor Trim Management, The Osborne Association
Lawson Software	Mitsubishi Motors, Alcro-Beckers, Alfa Laval, Basin Electric Power Cooperative, Cham Paper Group, CHC Helicopter Corporation, Cummins Inc., Volvo Parts AB, Stanwell Corporation, TINE Norske Meierier BA, R&M Energy Systems, Labofa Munch A/S, Marchwood Power Limited, Imatra Kilsta AB, EuroMaint AB
Easy Benefit Statements Software	-
Infor	CPAC Inc., RPM International, Singapore Petroleum, Maritz, Worldspan by Travelport, DRB-Hicom, International Truck & Engine, Tonghui Consolidation Center, University Health Care System, London Health Sciences Centre, Cumberland Packing Corp., Del Monte
Insala Workforce Management Software	ACCA, Monster, Deloitte, Intertek, Kaiser Hill, I Partner, King & Bishop, NCD

Aruspex Solution CAPTure Software	Boral, Exxonmobile, Lend Lease, Toyota, IAG, Yes Optus, IP Australia, AQIS, Victoria, Rail Corp, Australia Government, Deakin University, Fosters, CFA, Starbucks Coffee
Aquire Workforce Planning & Management	Calix, Cabot Corporation, Callaway Golf, Chick-Fil-A, DJO Incorporated, Equity Residential, Hexion Specialty Chemicals Inc., Incyte Corporation, Kellogg Company, Logitech Inc., Mastercard International, Minerals Management Service, Nestle Purina PetCare Company, North Carolina Department of Justice, ONEOK Inc.
PeopleStreme Workforce Planning Software	Sigma, Mercedes Benz, McDonald, Questacon, Amcor, TXU, Foxtel, Campbell Brothers, Rocla
IBM Lotus Workforce Management	Mitsubishi Motors Australia, Subros, Weber Automotive, DTE Energy, SWK, Energen, Panasonic, Randa Luggage, Ahlers AG, Averna Group, Hemas Holdings, VIP Industries Ltd., Howard Miller
Cougar Mountain	Laboratory Specialists, Kent Furniture & Appliance, Quality Arts, Information Systems Manager, Custom Computer Creations, Meade Accounting Service

LIST OF SUGGESTED READINGS

The following websites contain more information about workforce management software as well as related articles, blog posts, and research reports that might be of interest:

- www.2020software.com
- www.Bnet.com
- www.HR.com
- www.ventanaresearch.com
- www.toptenreviews.com
- www.technology.inc.com
- www.inc.com
- www.hr-software-info.com
- www.money.cnn.com
- www.hrsoftwarefacts.com
- www.articlesbase.com
- www.ezinearticles.com
- www.connectionsmagazine.com
- www.itbusinessedge.com
- www.shclan.com
- www.stepstonesolutions.com
- http://www.sumtotal.com.au/assets/whitepapers/getting_started_epm_initiatives.pdf
- http://www.qpc.com/Eu/Resources/QPC_IEX_WFM_RealizingWFM.pdf
- www.kronos.com
- www.workforce.com
- www.snowdrop.co.uk
- http://hosteddocs.ittoolbox.com/SR070207.pdf
- http://www.hreonline.com/pdfs/BuyersGuide_Software.pdf
- www.buyersguide.com
- http://robertscott.wordpress.com/