**Business Case**

**<Transform Lifesherpa’s HR system into an HR app>**

**\_nology**

**19 Aug 2021**

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# Executive Summary

To cater to the market demand of cloud-based mobile company application, this business case outlines how the LifeSherpa Mobile App Project will address the top 3 HR concerns of attracting and retaining talents, managing employee’s performance and career advancement and enhancing employee satisfaction. The existing HR platform will be revamped and transformed into an on-the-go HR mobile app. The features of the app align with the business goals and the adopted performance measurement follows industry standards. The project will streamline the HR process and cater to Sherpa’s other strategic plans, and allow Sherpa to scale and make more data-driven decisions. If successful, the company will benefit from a 25% decrease in employee turnover in the first 12 months, and an 44% increase in efficiency and productivity. The project will require Work From Home policies in place, changing the existing software perpetual license to subscription based and hiring 2 HR IT specialist. To strengthen Sherpa’s market presence, the business case will also explore the cost and benefit of patenting the HR app after the project has gone live.

## Issue

There is a significant disruption to the HR industry as a result of digital transformation, an increasing need of employee engagement and working from home trend. As we continue to support employees in a hybrid working format, the administration of our workforce has become more difficult. Until now, many of our internal requirements such as reporting, payroll activities, and resource management have been done via legacy HR platform. As our workforce expands in numbers and area, these legacy mainframe systems have become inadequate to effectively manage these administrative activities. This inadequacy is manifested in higher costs and increased employee turnover up to 50%. In order to more effectively manage our administration, reduce costs, and improve employee turnover, Sherpa should move to a mobile-based application as outlined in this business case for the LifeSherpa Mobile App Project. By doing so, workforce can be retained, morale can be improved and compliance issues can be avoided.

## Anticipated Outcomes

Transforming Sherpa’s HR platform into a cloud-based HR app will enable Sherpa to manage its employee records and administrative functions in a secured, structured and scalable manner. This transformation will reduce employee turnover and indirect costs associated with the cost of hiring the wrong talent and costs relating to internal mobility and a weakened employee value proposition. Off-site employees will have more autonomy to manage their employee’s profiles, performance, reporting, and various other administrative tasks. The company will also benefit from insights of employee engagement based on feedback reports. This real-time access dependency improves feedback cycle, and is readily available to any user whose mobile device is properly enrolled, monitored and secured.

## Recommendation

Existing features of the HR platform and additional features identified from competitors such as MyTalent and Zira with the same company size were analyzed to determine the best way to leverage technology to improve the HR processes, reduce the indirect costs within Sherpa and make more data-driven decisions. The approach described herein allows us to meet our corporate objectives of continuously improving efficiency, reducing costs, and capitalizing on technology. The recommended LifeSherpa Mobile App Project will methodically migrate the data and functions of our current HR mainstream system to our new HR app in order to preserve data integrity and allow adequate time to train all employees and managers on their responsibilities and respective administrative functions. The HR Mobile App is compatible with all other current IT systems and will improve the efficiency and accuracy of HR processes throughout the company. Some of the ways that this HR app will achieve its desired results are:

* Along with feedback management, organizations can create career management and development planning processes by using the app
* HR personnel can manage ratings, amend feedback deadlines and send automated emails to responders
* Administrators can design surveys in multiple languages to meet global requirements
* Employees can swap or release shifts, request time off, communicate with their managers, update their time availability and preference, track all their shifts, making sure makes sure that they take the appropriate breaks and clock out at the right time

## Justification

The transformation of employee’s records and other administrative functions from the legacy HR platform to the HR app will result in greater efficiency and more reliable decision making. The LifeSherpa Mobile App Project is also aligned with corporate strategy and objectives since it uses technology to improve the way we do business. The project was selected for proposal over the existing HR platform in this business case because it provides the best opportunity to realize benefits in an expedited manner while also allowing for the greatest improvement in efficiency and cost reduction.

Initial estimates for the cloud-based LifeSherpa Mobile App Project are:

* 25% decrease in employee turnover in the first 12 months because of the support for remote work and career growth
* 44% increase in efficiency and productivity

# Business Case Analysis Team

The following individuals comprise the business case analysis team. They are responsible for the analysis and creation of the LifeSherpa Mobile App Project business case.

| **Role** | **Description** | **Name/Title** |
| --- | --- | --- |
| Executive Sponsor | Provide executive support for the project | Ollie Holden, Head of Education |
| Technology Support | Provides all technology support for the project | Ollie Holden, Head of Education |
| Process Improvement | Advises team on process improvement techniques | Ollie Holden, Head of Education |
| Project Manager | Manages the business case and project team | Ollie Holden, Head of Education |
| Software Support | Provides all software support for the project | Ollie Holden, Head of Education |

# Problem Definition

## Problem Statement

The top 3 issues driving HR technology decisions are finding, attracting and retaining talent, developing people to reach their potential and improving the employee experience. Sherpa has relied upon an HR platform to manage employee’s records and other administrative employee functions. As the number of employees grows in different locations, it has become a challenge to effectively manage the company’s administration at acceptable levels as there the legacy platform is not scalable and easily assessable.

## Organizational Impact

The LifeSherpa Mobile App Project will impact Sherpa in several ways. The following provides a high-level explanation of how the organization, tools, processes, and roles and responsibilities will be affected as a result of the project implementation:

Tools: the existing HR platform will be phased out completely as the LifeSherpa Mobile App Project is stood up and becomes operational. This will require training employees on the mobile app and their use in support of other organizational tools. Sherpa will want to consider how to account for time spent on the app and how to quantify any expenses incurred relating to use of the app. In this process, evaluate whether it is preferable to track actual time and expenses or, alternatively, provide a reasonable stipend.

Processes: the organization can create career management and development planning processes based on customized feedback forms. Users can include custom branding, designate portions for mandatory feedback and select relevant individuals to receive feedback results. To provide a complete review picture, the solution can be integrated with other team-based and organizational solutions. Setting up a "mandatory reporting" rule that requires employees to immediately notify management if they are required to use the app in a way inconsistent with the employer's policies. The organization can also require employees to sign periodic, retrospective attestations stating that, over a defined period of time, they complied with the employer's policies and do not believe they are entitled to reimbursement or wages associated with the app.

Work From Home Policies will be in place. Disclaimers need to be signed by the HR app users to indicate that claims for employee reimbursement on acquisition or use of a mobile device, cost of their cellular data and home Internet plans, the opportunity for employees to use their phones to perform work off the clock, even if that was never the employer's intention will not be valid.

Perpetual license will be phased out and replaced by subscription license based model.

Roles and Responsibilities: while the human resources team remains, 2 HRIT specialists will need to be hired – The Future of Work Leader: responsible for analyzing what skills will be most essential as the workforce continues to evolve; (WFH) Work from Home Facilitator: ensures the organization’s processes, policies, technologies, and training are optimal for remote workers.

Hardware/Software: in addition to the software and licensing for the project, Sherpa will be required to purchase cloud-based service and additional cyber security software to accommodate the platform and its anticipated growth for the next 10 years.

## Technology Migration

In order to effectively migrate existing data from our legacy platform to the new HR app, a phased approach has been developed which will result in minimal/no disruption to day to day operations, administration, and payroll activities. The following is a high-level overview of the phased approach:

Phase I: Hardware/Software will be purchased and the HR platform will be revamped and the mobile app will be created and tested by the IT development group. building a "terms and conditions" disclaimer into the app that must be acknowledged before an employee is able to register for use. 

Phase II: IT group will stand up a temporary legacy platform in the technology lab to be used for day to day operations for payroll and administration activities. This will be used as a backup system and also to archive all data from the company mainframe.

Phase III: The mobile app will be populated with all current employee’s and administrative data.

Phase IV: All employees will receive training on the new mobile app. The training will specifcy expectations regarding impermissible uses of any communications or social networking functions built into the app (e.g., no harassment, no disclosure of private employee information, etc.).

Phase V: The cloud-based HR platform and HR mobile app will go live and the legacy HR platform will be archived and stood down.

Phase VI: Conduct a post-rollout audit or survey to determine if the HR app is being used as expected.

# Project Overview

The LifeSherpa Mobile App Project overview provides detail for how this project will address Sherpa’s business problem. The overview consists of a project description, goals and objectives for the LifeSherpa Mobile App Project, project performance criteria, project assumptions, constraints, and major milestones. As the project is approved and moves forward, each of these components will be expanded to include a greater level of detail in working toward the project plan.

## Project Description

The LifeSherpa Mobile App Project is to address Sherpa’s business problem of the ability to perform multiple business functions without being pressed for on-premise availability. The project will consist of utilizing and transforming existing features from the HR platform to an HR app, and will be executed in a phased approach. The goal of the end product is to be accessible company-wide and a core technology to be patented to meet the market demand.

## Goals and Objectives

The LifeSherpa Mobile App Project directly supports several of the corporate goals and objectives established by Sherpa. The following table lists the business goals and objectives that the LifeSherpa Mobile App Project supports and how it supports them:

| **Business Goal/Objective** | **Description** |
| --- | --- |
| Hiring and retaining talents | The HR app will allow real-time and accurate reporting from onboarding to performance measurement |
| Improve staff productivity | HR and employees could access the HR database anywhere |
| Reduce employee turnover | Employee engagement surveys increase employee satisfaction. The organization can provide suitable education and clear paths to career advancement. |
| Strengthen employee value proposition | Fewer staff required will reduce the company’s overhead |
| Protect core technology | Implement an effective patent strategy from innovation to market |

## Project Performance

The following table lists the key resources, processes, or services and their anticipated business outcomes in measuring the performance of the project. These performance measures will be quantified and further defined in the detailed project plan.

| **Key Resource/Process/Service** | **Performance Measure** |
| --- | --- |
| Manage Time off | The HR app will reduce absence reporting discrepancies and employees can swap or release shifts, request time off, communicate with their managers, update their time availability and preference, track all their shifts, making sure that they take the appropriate breaks and clock out at the right time. |
| Performance management | Employees can submit self-assessments, managers can share their feedback and schedule review meeting. A standardized feedback cycle will be in place. HR personnel can manage ratings, amend feedback deadlines and send automated emails to responders. |
| Employee profiles and records | Organizations can create career management and development planning processes by using the app based on the employee’s profiles and records. |
| Level of Access | Administrators can design application level access and roles to meet global requirements and streamline communication efficiency |
| Secured device | The mobile security solution should include app authentication and encryption of data for every endpoint. The app should always validate who is using the HR services, where possible, limit sensitive data to memory. |

## Project Assumptions

The following assumptions apply to the LifeSherpa Mobile App Project. As project planning begins and more assumptions are identified, they will be added accordingly.

* All staff and employees will be trained accordingly in their respective data entry, timesheet, and reporting tasks on the new HR app
* Funding is available for training
* Funding is available for purchasing hardware/software for revamping HR platform and developing HR app
* All department heads will provide necessary support for successful project completion
* Project has executive-level support and backing
* The HR app will be patented

## Project Constraints

The following constraints apply to the LifeSherpa Mobile App Project. As project planning begins and more constraints are identified, they will be added accordingly.

* Bring Your Own Device policies are not fully in place
* There are no HR IT specialists in the company
* As implementation will be done internally and not by the product developers or vendors, there will be limited support from the hardware/software providers.

## Major Project Milestones

The following are the major project milestones identified at this time. As the project planning moves forward and the schedule is developed, the milestones and their target completion dates will be modified, adjusted, and finalized as necessary to establish the baseline schedule.

| **Milestones/Deliverables** | **Target Date** |
| --- | --- |
| Project Charter | 09/01/2021 |
| Project Plan Review and Completion | 09/10/2021 |
| Project Kickoff | 10/01/2021 |
| Phase I Complete | 10/15/2021 |
| Phase II Complete | 11/15/2021 |
| Phase III Complete | 12/15/2021 |
| Phase IV Complete | 01/15/2022 |
| Phase V Complete | 02/15/2022 |
| Closeout/Project Completion | 02/28/2022 |

# Strategic Alignment

The LifeSherpa Mobile App Project is in direct support of several of Sherpa’s Strategic Plans. By directly supporting these strategic plans, this project will strengthen our business presence and help move the company forward to the next level of technological advancement.

| **Plan** | **Goals/Objectives** | **Relationship to Project** |
| --- | --- | --- |
| 2021 Sherpa Strategic Plan for Effective Employees Onboarding | Improve onboarding flow | This project allows HR admins to create customized onboarding flow in compliance with company policies. |
| 2021 Sherpa Strategic Plan for Employee’s Perks and Benefits | Engage the workforce and improve employee satisfaction | Rewards and benefits will encourage the employee’s acceptance level of using the HR app. |
| 2020 Sherpa Strategic Plan for Cloud Migration | Improve data accessibility | Cloud computing can scale to support larger HR workloads and more users. |

# Cost Benefit Analysis

The following table captures the cost and savings actions associated with the LifeSherpa Mobile App Project, descriptions of these actions, and the costs or savings associated with them through the first year. At the bottom of the chart is the net savings for the first year of the project.

| **Action** | **Action Type** | **Description** | **First year costs (- indicates anticipated savings)** |
| --- | --- | --- | --- |
| Software development and training | Cost | Cost for IT group to install new software and for the training group to train all employees | £136,912.00 |
| Software patent | Cost | Perform comprehensive prior art search identify similar issued patents and published patent applications that may present a bar for your registration. The patent application preparation include filing fees, to draft and file depending on the complexity of the software and the type of application being filed. | £ 12,970.00 |
| Change to software subscription license from perpetual license | Savings | Usually tied with cloud based app. Using a software subscription based model can ensure only employed users are using the HR app. The company does not have to pay for the software license indefinitely when an employee has left the company. The company can also save cost by not managing any of the infrastructures and paying an upfront 10 years license cost. | -£ 427,070.00 |
| Reduce employee turnover by 25% | Savings | Savings in cost to out-process exiting employee and recruit, hire, and train new employees is approximately $50,000 in the first year. | -£36,537 |
| **Net First Year Savings** |  |  | £**313,725.00** |

Based on the cost benefit analysis above we see that by authorizing the LifeSherpa Mobile App Project, there is a **high cost-benefit ratio of 3.09** in the first year alone. This represents a significant improvement in our operating costs and is a clear indicator of the benefit this project will have on the company.

# Alternatives Analysis

The following alternative options have been considered to address the business problem:

| **No Project (Status Quo)** | **Reasons For Not Selecting Alternative** |
| --- | --- |
| Keep the legacy HR platform system in place | * Unnecessary expenditure of funds for increased staffing levels * Not scalable * Poor and untimely reporting * Costs more for using perpetual license * Lack of automation |
| **Alternative Option** | **Reasons For Not Selecting Alternative** |
| Outsource the implementation of HR app | * Significantly higher cost * Expertise already exists in house * Vendor’s lack of familiarity with our internal requirements * Leak core technology |
| **Alternative Option** | **Reasons For Not Selecting Alternative** |
| Develop software internally | * Lack of qualified resources * Significant cost associated with software design * Timeframe required is too long |
| **Alternative Option** | **Reasons For Not Selecting Alternative** |
| Develop software internally and white labelling the software | * Leak core technology * Loss control over quality control, marketing, distribution and sales strategies * Hard to retain loyal customers |

# Approvals

The signatures of the people below indicate an understanding in the purpose and content of this document by those signing it. By signing this document you indicate that you approve of the proposed project outlined in this business case and that the next steps may be taken to create a formal project in accordance with the details outlined herein.

|  |  |  |  |
| --- | --- | --- | --- |
| **Approver Name** | **Title** | **Signature** | **Date** |
| Ollie Holden | Head of Education |  |  |

# Appendix

**SWOT Analysis**

Strengths: employee engagement (in trend)

Weaknesses: career advancement, HR IT specialists

Opportunities:

<https://www.pwc.com/us/en/services/consulting/workforce-of-the-future/library/hr-tech-survey.html>



Threats

<https://www.iftf.org/future-now/article-detail/realizing-2030-dell-technologies-research-explores-the-next-era-of-human-machine-partnerships/>

**Cost & Benefit Analysis**

<https://existek.com/blog/how-much-does-custom-hr-software-development-cost/>

<https://hrexecutive.com/6-ways-organizations-can-optimize-their-talent-acquisition-budget/>

<https://arapackelaw.com/patents/softwaremobile-apps/software-patent-cost/>

<https://www.sensrtrx.com/subscription-vs-perpetual-license-subscription-software-cheaper/>

[Perpetual license cost for 10 years: https://www.personio.com/pricing/?companysize=1000&billingcycle=yearly&hrmplan=professional&currency=eur](Perpetual%20license%20cost%20for%2010%20years:%20https://www.personio.com/pricing/?companysize=1000&billingcycle=yearly&hrmplan=professional&currency=eur)

**Porter’s 5 Forces**

<https://www.softwareadvice.com/hr/mobile-app-comparison/>

HR app’s attractiveness and likely profitability

612 competitors with the same company size of 1000 in automotive, education, transportation and telecommunication industry. MyTalent,  Zira.

Quality of their products and services compare with yours? MyTalent is cloud-based 360 degree feedback management solution designed for organizations of all sizes. The solution is suitable for use in a wide range of industries including automotive, education, transportation and telecommunication. Along with **feedback management**, organizations can create **career management and development planning processes** by using the tool.

MyTalent enables users to create customized feedback forms. The solution enables administrators to manage ratings, amend feedback deadlines and send automated emails to responders. It also allows users to design surveys in multiple languages to meet global requirements. MyTalent offers reporting features that enable users to select from various graph types and colors.

With MyTalent, users can include custom branding, designate portions for mandatory feedback and select relevant individuals to receive feedback results. To provide a complete review picture, the solution can be integrated with other team-based and organizational solutions.

**What is Zira?**

Zira is a cloud-based employee scheduling and performance management system designed to automate complex team processes. Zira tools include a web-based manager and admin application that is ideal for creating and publishing schedules, an employee mobile app for tracking schedules, and the Zira portal, an iPad and Android tablet app.

Using fully configurable algorithmic scheduling, the Zira AI powered scheduling assistant allows business to create optimized and compliant schedules in just a few seconds. Zira helps businesses retain their workforce, improve morale, and avoid compliance issues.

Employees can swap or release shifts, request time off, communicate with their managers, update their time availability and preference, track all their shifts and more from the Zira employee App for iOS and Android.

The Zira Portal is a truly modern time-clock solution. Complete with face verification and Timeline mode, the Zira Portal allows employees an elegant on-location schedule management tool. The Portal also makes sure that all your employees take the appropriate breaks and clock out at the right time.

Where rivalry is intense, companies can attract customers with aggressive price cuts and high-impact marketing campaigns. Also, in markets with lots of rivals, your suppliers and buyers can go elsewhere if they feel that they're not getting a good deal from you.

On the other hand, where competitive rivalry is minimal, and no one else is doing what you do, then you'll likely have tremendous strength and healthy profits.

1. **Buyer Power.** Here, you ask yourself how easy it is for buyers to drive your prices down. How many buyers are there, and how big are their orders? How much would it cost them to switch from your products and services to those of a rival? Are your buyers strong enough to dictate terms to you?
2. When you deal with only a few savvy customers, they have more power, but your power increases if you have many customers.
3. **Threat of Substitution.** The first way, called a **perpetual license**, involves paying one large fee upfront to own the software in perpetuity. This type of license is more common in [**on-premise**](https://www.softwareadvice.com/resources/glossary/) systems that are housed and maintained by the customer, on their own server. The second, more common way is a **subscription license**. In this pricing method, customers pay a monthly or annual fee to use the software. Sometimes this is an unchanging flat fee, but more often the fee fluctuates depending on how many employees you have at your company or how many users will need to access the system. This type of pricing tends to go hand-in-hand with cloud-based systems. Outside of a few exceptions, access to an HR system’s mobile app comes included with the software purchase. Once you have the system setup, users can download the app from their device’s respective app store or the vendor’s website and log in using the same information they use to access the system on their computer.
5. **Threat of New Entry.** Your position can be affected by people's ability to enter your market. So, think about how easily this could be done. How easy is it to get a foothold in your industry or market? How much would it cost, and how tightly is your sector regulated?
6. If it takes little money and effort to enter your market and compete effectively, or if you have little protection for your key technologies, then rivals can quickly enter your market and weaken your position. If you have strong and durable barriers to entry, then you can preserve a favorable position and take fair advantage of it.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **pecialist** | **Number of devs** | **Months** | **Rate** | **Total** |
| Back-end developer | 2 | 6 | 25 | 48000 |
| Front-end developer | 1 | 6 | 30 | 28800 |
| iOS developer | 1 | 6 | 31 | 29760 |
| Android developer | 1 | 6 | 30 | 28800 |
| System administrator | 1 | 1 | 25 | 4000 |
| Project manager | 1 | 6 | 30 | 28800 |
| QA | 1 | 6 | 20 | 19200 |
| **Total** |  |  |  | **187360** |

**PESTLE**

**Legal:** **1. Expense reimbursement**. Many states have employee reimbursement laws that require indemnification for business-related expenses. On this basis, employees are not just suing for reimbursement relating to the acquisition or use of a mobile device. They are also seeking payment for a portion of the cost of their cellular data and home Internet plans.

**2. Off-the-clock work**. In some situations, employers may expect or even require their employees to access mobile apps while off duty. In other situations, digital workplace apps may provide the opportunity for employees to use their phones to perform work off the clock, even if that was never the employer's intention. All of these situations can lead to claims for unpaid wages.

**3. Interruption of meal or rest periods**. In order to avoid off-the-clock claims, employees may be directed to check digital workplace apps only during working hours. This can lead to a claim that meal and rest breaks are interrupted because these are the only times during the workday when employees have a realistic opportunity to access their phones.

**4. Content-based claims**. Digital workplace apps allow quick and frequent communication, which makes content-screening difficult. Lack of screening increases the possibility of disputes arising out of improper communications (e.g.*,* defamation, harassment, discrimination, employee privacy, workplace bullying, and even violations of HIPAA, the Health Insurance Portability and Accountability Act of 1996). The situation becomes even riskier when nonexempt employees are allowed to post social content, which is often considered one of the most attractive features of a digital workplace app.

5. patent <https://arapackelaw.com/patents/softwaremobile-apps/software-patent-cost/>

**Technology:** HRIT specialist will become a strategically significant position in the coming years.

According to [Dell’s Digital Transformation Index](https://www.delltechnologies.com/en-us/perspectives/digital-transformation-index.htm), 52 percent of senior decision makers across 16 countries have experienced significant disruption to their industries as a result of digital technologies.

Data driven for internal talent mobility according to Forbes. Provide visibility into the employee’s career grwoth.

***The Future of Work Leader***: responsible for analyzing what skills will be most essential as the workforce continues to evolve.

***(WFH) Work from Home Facilitator:***ensures the organization’s processes, policies, technologies, and training are optimal for remote workers.

**Social:** to increase small business efficiency and improve[**employee engagement**](https://www.talentlyft.com/en/blog/article/352/employee-engagement-why-is-it-important-and-how-to-build-it)**.**Employees can easily retrieve and access the information they need without having to be physically present at the office. As communication becomes painless, HR processes that are based on conversation, such as interviews, reporting, and updates are no longer confined within the office premises or dependent on desk-based computers.

With their mobile devices, young employees are able to perform multiple business functions without being pressed for on-premise availability. Companies must find a way to incorporate mobile-based strategies that will empower both managers and workers, such as being able to provide and receive feedback via mobile channels.

HR departments must also work closely with their security teams as mobile devices are, in themselves, serious security risks. As more companies implement BYOD (Bring Your Own Device) policies, HR people need to communicate and collaborate closely with IT and security to ensure mobile devices are properly enrolled, monitored, and secured.

**Risk Register**

* **Evaluate whether use of the app (and each of its functions) is voluntary or required.**As part of this process, consider whether employees will have reasonable alternative means for accessing the information and processes available in the app.
* **If use is intended to be voluntary, employers may want to memorialize that expectation.** Consider distributing employee-facing policies that explain permissible / impermissible use, if time spent on the app is compensable, and what alternative means employees have for accessing information available through the app. If you are not compensating employees for time spent on the app, consider creating a paper trail that memorializes the good faith basis for your conclusion that use of the app is not compensable.
* **If use of the app will be a required activity, or could otherwise constitute compensable work** (an analysis that may vary from state to state), employers will want to consider how to account for time spent on the app and how to quantify any expenses incurred relating to use of the app. In this process, evaluate whether it is preferable to track actual time and expenses or, alternatively, provide a reasonable stipend.
* **If providing a stipend, consider using benchmarking data**that may help justify the amount and frequency of your payments. If possible, consider running pre-rollout tests that measure anticipated usage in terms of both time and megabytes of data.
* **Consider building a "terms and conditions" disclaimer into the app** that must be acknowledged before an employee is able to register for use.
* **Consider a "mandatory reporting" rule**that requires employees to immediately notify management if they are required to use the app in a way inconsistent with the employer's policies.
* **Consider requiring employees to sign periodic, retrospective attestations** stating that, over a defined period of time, they complied with the employer's policies and do not believe they are entitled to reimbursement or wages associated with the app.
* **Evaluate if it is feasible to limit off-duty use.**For example, consider the possibility of "geo-fencing" the app so it is only accessible on your premises, via your wireless connection.
* **Consider conducting a post-rollout audit or survey** to determine if a given app is being used as expected.
* **Clearly communicate your expectations regarding impermissible uses** of any communications or social networking functions built into the app (e.g., no harassment, no disclosure of private employee information, etc.).