ELMO’s Ultimate Guide to HR Software for Not-for-Profits

ELMO
CLOUD HR & PAYROLL

Introduction

Australia and New Zealand's not-for-profit (NFP) sectors are large and diverse. There are approximately 600,000 NFPs in Australia, and around 115,000 in New Zealand, with sub-sectors including: health; social services; education and research; culture and recreation; advocacy; environmental; and philanthropic.

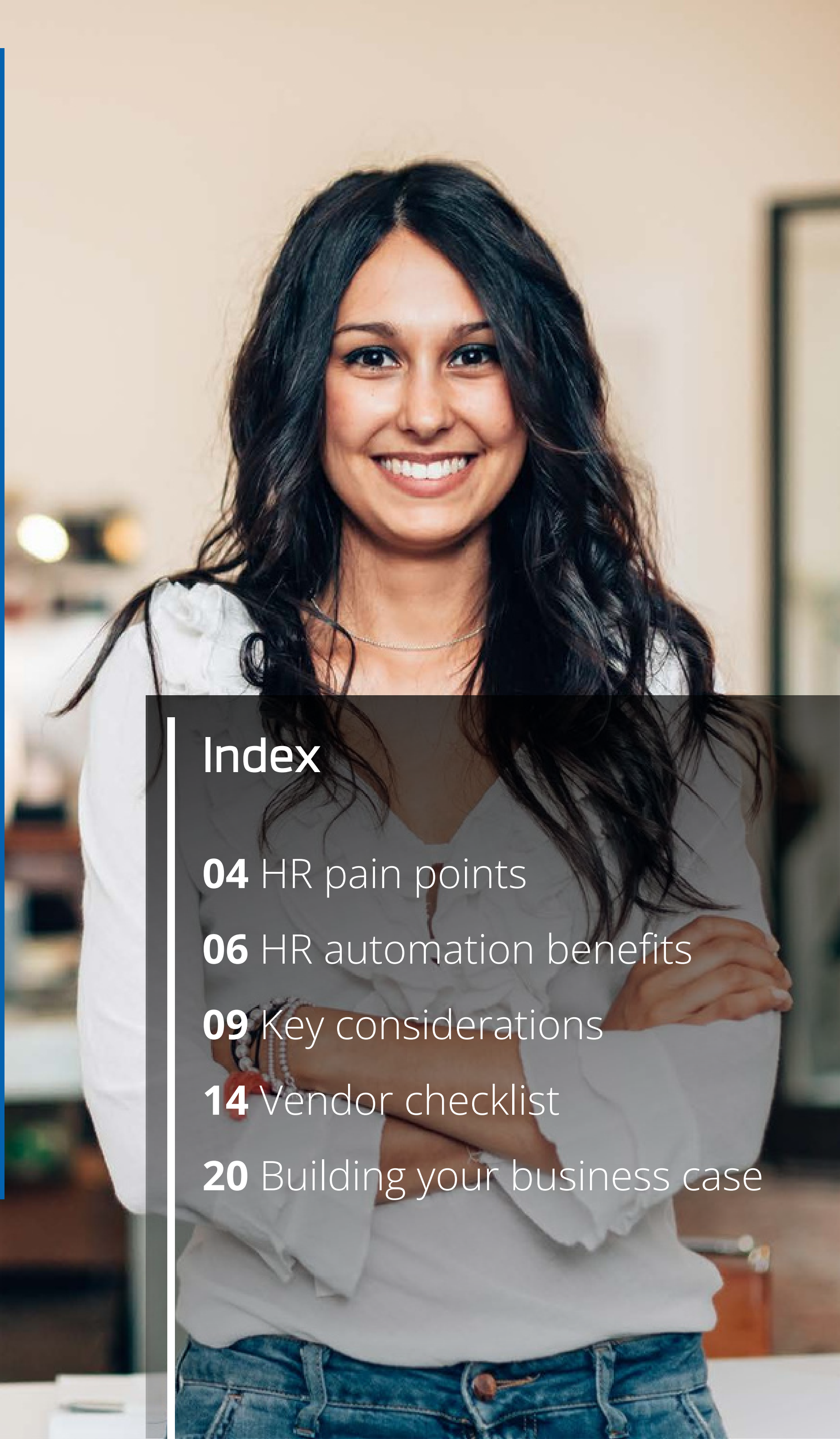
These organisations have a long history of helping vulnerable and disadvantaged people across a range of areas, and for NFP leaders and employees it's often a passionate connection with a cause or mission that engages and resonates with them.

However, the sector – just like all others – has unique strategic and operational challenges.

The NFP sector is struggling with declining government funding, competition for fundraising dollars, rising costs associated with regulatory and compliance requirements – not to mention a general shortage of skilled staff.

It's also likely there are key members of your organisation – including yourself – wearing multiple hats, juggling countless priorities and responsibilities. People management is perhaps an afterthought and the HR team – if one exists – is overstretched and under-resourced.

Your organisation is possibly rapidly approaching a tipping point where it's no longer viable to continue managing an expanding workforce with spreadsheets and manual processes.



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There is a simpler, and better way.

The use of cloud-based technology in all facets of business has introduced efficiencies, increased productivity and garnered deeper data insights for business leaders, and the HR function is no different.

The manual, labour-intensive tasks traditionally undertaken by HR in areas such as recruitment, onboarding, learning, performance and payroll are increasingly being automated.

If you're keen to get back to addressing the strategic and operational challenges referred to above, to shift from reactive to proactive, it's time to get these fundamentals right.

Our eBook will cover:

» Tips on what HR and payroll automation can do for your business
» Key decisions you'll need to make
» How to build a business case

What's your pain point?

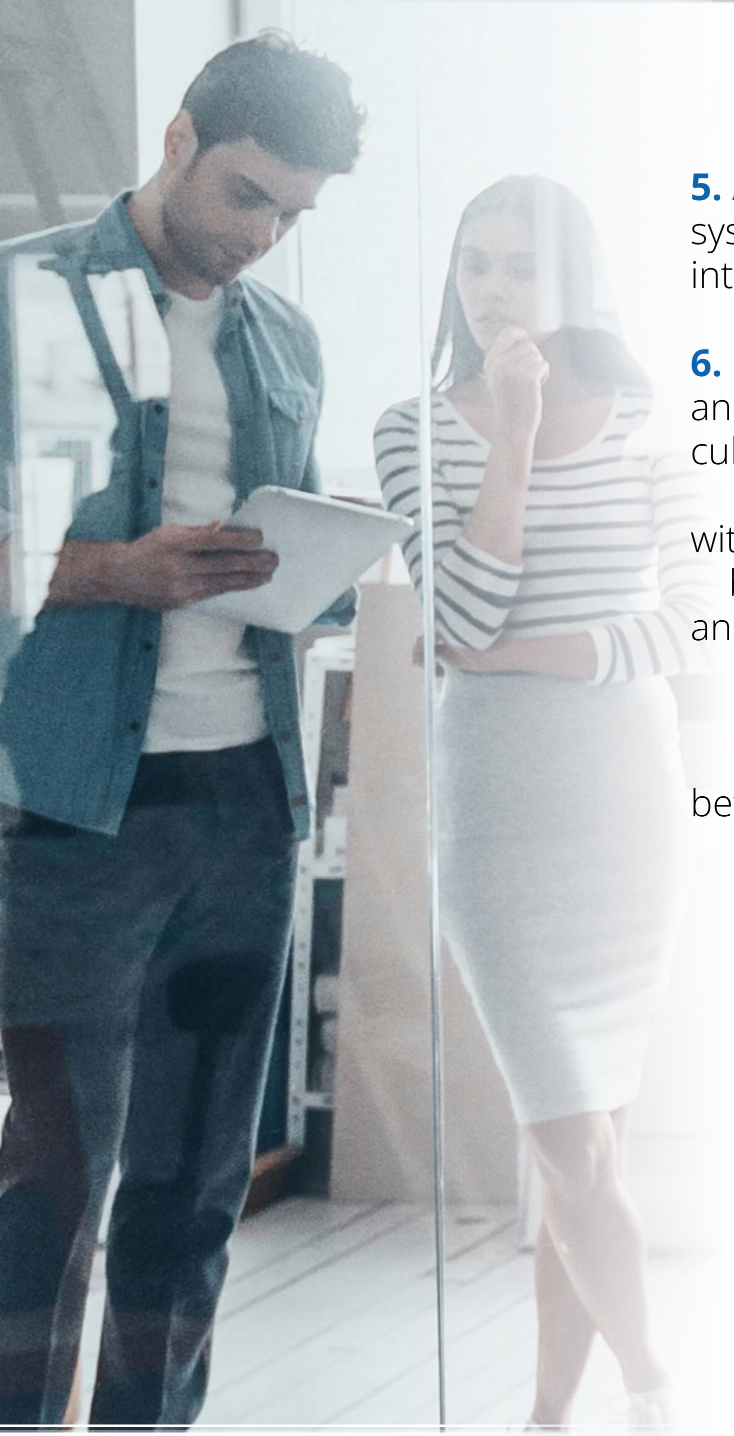
Before embarking on your journey towards automated HR and payroll processes, it's important to know where your pain points are. NFPs have unique needs but there are some common themes:

1. Lack of HR resources. Overstretched HR teams are certainly not unique to NFPs – many for-profit organisations must also make do with limited headcount. NFPs will typically either assign HR responsibilities to a cross-functional manager or to a small, generalist HR team. In either case, that person or team must handle payroll and benefits, time tracking, grievances/disciplinary action, hiring, succession management, and more. Without automation, each of these areas can be a mess of spreadsheets and manual processes.

2. Record-keeping and regulatory compliance. HR and payroll regulations are in a constant state of flux. NFPs may not be compliant – and not even know it – when it comes to maintaining relevant licences, accreditations and interpreting industrial instruments, such as modern awards and enterprise agreements. They must also stay on top of data security and privacy issues and deal with near-constant changes to tax, compliance and labour laws. The latter can be particularly challenging when it comes to getting the right mix of volunteers and employees or contractors. In a data-centric world, manual processing can result in mistakes, data duplication, processing delays, and even fines for non-compliance – and there's a fair chance that over-qualified employees will be handling administrative duties.

3. Performance shortfalls. While larger teams can usually cover for poor performers, in smaller teams with tight budgets the issue is instantly felt. However, without a performance management process or a learning & development strategy in place, it's difficult to handle underperformance, much less reward those who go above and beyond.

4. Recruiting the right talent. One of the most critical tasks for NFPs is to attract and recruit the right talent, regardless of whether they are employees or volunteers. This task is made challenging by the large number of NFPs that have emerged in recent years, and of course the competition for talent with for-profit organisations. A tight budget doesn't just impact the remuneration offered to new hires, it impacts the whole recruitment process. A lack of job advertising budget can result in smaller candidate pools, putting pressure on HR professionals to hire staff who don't always have the skills required for the job. The key is to network and tap into contacts in the networks of employees to build talent pipelines, and to utilise software solutions for streamlining recruitment processes.



5. Antiquated HR solutions. The HR technology space has exploded in the past 5 years and it's likely that any on-premise systems in place before then will not have the functionality required for managing today's workforce. Cloud-based, integrated systems can transform how HR services are delivered.

6. Employee turnover. Job-hopping is the new norm. While NFPs have their own unique employee value propositions (EVPs) and are often driven by a compelling mission, they are up against competitors with deeper pockets and enticing work cultures. Without a strategy for investing in talent and building an attractive work culture, NFPs stand to lose good employees to competitors. One proven way to retain employees is to provide learning & development, and career paths within their chosen organisation. Even when mission-aligned people join a NFP, considerable effort is often required to boost their skills. Savvy NFP leaders understand this: one survey[1] indicates that 41% of NFPs are investing in staff training and expertise to fuel innovation (verses 36% for the national average).

Employee retention is an issue for all organisations. Millennials (those born between 1981 and 1996) expect to stay in a job for less than 3 years, meaning they'll have 15-20 jobs in their working lives. With the cost of replacing a staff member being between 100-150% of their annual salary, addressing high turnover is critical.

Average turnover rates by age: Australia & New Zealand

Age	Employee turnover Australia[2]	Employee turnover New Zealand[3]
45+	6 years, 8 months	7 years
35-44	4 years	4 years, 5 months
25-34	2 years, 8 months 1	2 years, 4 months
25 and under	year, 8 months	1 year

1. CommBank Not-for-Profit Insights Report, 2018
2. Household, Income, and Labour Dynamics in Australia (HILDA) report, Department of Employment
3. Statistics New Zealand, "Median job tenure by age group and sex", June 2016

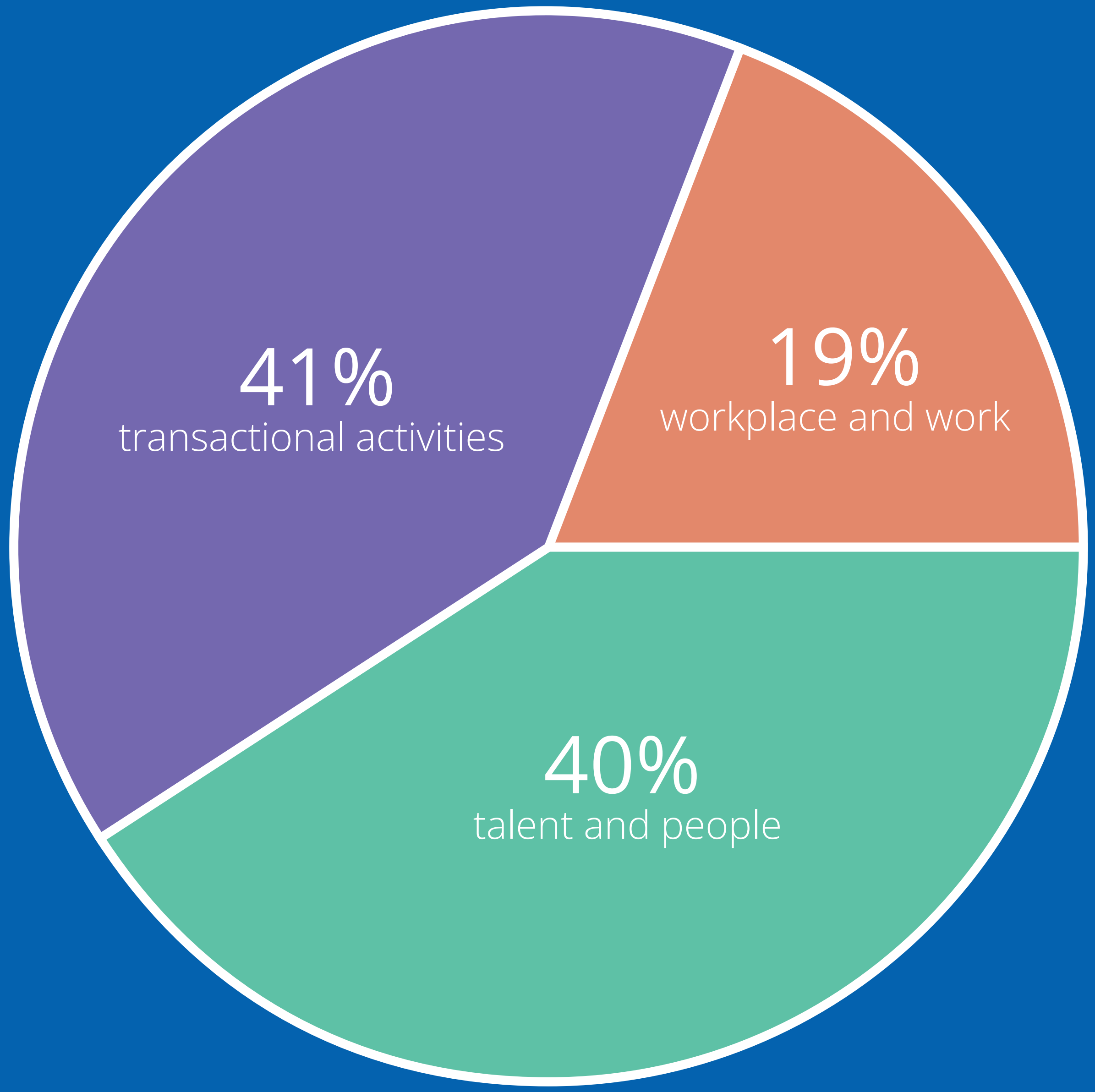
What can HR automation do for you?

NFPs are constantly on the lookout for ways to cut costs to reduce margin pressures and ensure business sustainability – after all, every dollar spent staying on top of administration could be spent helping clients. A key way to do this is to automate the admin tasks associated with people management. These tasks often involve data management, document or paper processing, and compliance-related record-keeping. Consider these notorious time-drainers:

- Screening and hiring candidates
- Posting job descriptions
- Building a career portal
- Onboarding new staff
- Running the payroll function
- Ensuring compliance training is completed
- Getting managers to conduct performance appraisals
- Updating employee records and running reports

Over the next 2 years, HR leaders plan to reduce time spent on transactional work from 41% to 30%.

Where does HR's time go?



"The new disrupted world of work: Seven practices for high-impact HR", Josh Bersin, 2017

Benefits of automation

The time-saving benefits of automation are the tip of the iceberg. NFPs value anything that enhances employee productivity, increases efficiencies and creates cost-savings – and all 3 of these objectives can be achieved with HR and payroll automation. Along the way, HR software can help to:

- Reduce errors caused by manual and dual handling of information, and copying of data from multiple sources into spreadsheets

- Enhance data security and integrity by having one 'source of truth' for all employee data stored in the cloud

- Empower employees through self-service functionality to review and update their own personal records including information relating to pay (superannuation, tax file number, bank account details), leave (leave balance, leave requests), performance (review and update KPIs and performance objectives), and learning (self-directed learning)

- Empower managers through self-service functionality by providing access to real-time data, the ability to produce customised reports, and streamlining workflows and approval processes relating to leave equests, learning and performance issues

- Ensure compliance by automating compliance notifications, providing employees with access to regularly updated compliance-related learning solutions, and generating compliance reports

- Gain greater insights into employee engagement, sentiment, productivity and performance with HR analytics

> "The time-saving benefits of automation are the tip of the iceberg."

FAQs

Why choose a cloud-based solution?

One study[1] revealed that 40% of companies globally had already moved their HR applications to the cloud, and one third of those remaining are actively planning their migration. So, why opt for a cloud-based solution?

- Reduces capital outlay and financial risk
- Provides faster deployment and time to value
- Delivers any time, anywhere access
- Scales easily as your organisation grows
- Offers timely and efficient upgrades and innovation: With a cloud-based solution, every customer is always on the latest version of the HR application
  - Any technical issues are handled by the system vendor so your solutions always run smoothly, reliably, and cost-effectively

Why use an integrated talent management suite?

The "best-of-breed" vs integrated solution debate has raged for years and although both have benefits, integrated systems lead the way for these reasons.

- A single employee record from which all applications in the product suite pulls information
- Employee data is entered once; the system then automatically populates all applications
- Data is up-to-date and less prone to error
- Reporting complexities are reduced by using a common reporting engine across all applications; decisions are also based on data updated in real time
  - A single user interface across all applications, which helps to minimise user training and boosts efficiency

1. PwC's Human Resources Technology Survey, 2017

Key considerations & questions to ask a potential solutions provider

Like any investment, due diligence must be done when it comes to investing in HR & payroll software. Your business will have unique circumstances and needs to consider, but there are some foundational areas that every HR professional should investigate before committing.

Key considerations

Security

How does the solution protect employee data, which can include sensitive personal data and financial data? Cloud-based solutions mean data will be will be stored online somewhere, so ensuring that it's adequately protected with role-based access controls and at least the option to encrypt data, is critical.

Questions to ask

- Where will the data will be stored?
- Who's responsible for protecting it?
- What security protocols does the vendor currently employ and what steps can they take to ensure that they are future-proofed against cyber criminals?
- How many staff from the HR/IT teams will hold an administrator's account?
- Which modules will be accessible to different types of users?
- How many will be able to view and modify the contents/modules in full?
- Is the system open to remote access?
- Who will be given remote access?
- How will access be regulated? Through two-factor or multi-factor authentication? With physical security keys?

If you rely on third-party data-services firms, it's critical to check that they not only utilise a robust security system (able to guard against unauthorised access and detect malicious software) but also one that complies with General Data Protection Regulation (GDPR) rules on how and where to store personal data.

Continued...

Key considerations	Questions to ask
Integration Integration with existing software or platforms is a key consideration. Most vendors will offer an open application programming interface (API), which allows you to build your own integrations between systems, provided they both support the API and you've either got some in-house programming talent, or you are prepared to pay a third party to do this.	• Can your vendor provide systems that will integrate successfully with the software from an existing system? • Will there be any impact on reporting from using third party integrations? • Will your new system be fully integrated with legacy programs or can you expect any technical or reporting issues from the systems' inability to interface fully? • Can add-ons be accessed from mobile devices? • Will the legacy system recognise all of the updates? • Are there any issues with your legacy program accessing data in the cloud? • What sort of flexibility will the integration provide going forward? • Can data be imported from Microsoft Excel and other business software?
Mobility Employees and managers need to access data and apps anywhere, any time, on any device. Providing the ability to do that easily and securely on mobile devices means ensuring the solution offers software for both iOS and Android devices at a minimum.	• Was the solution designed to always be delivered in the cloud and with a mobile-first strategy? • What functionality is covered? For example, for a mobile recruitment solution, does it provide the ability for candidates to apply online? Provide status updates on an application? The ability to schedule, cancel and reschedule appointments? • Will reporting functions also be mobile-accessible?

Continued...

Key considerations	Questions to ask
Price Price might not be everything but it's a key consideration that will invite particular attention from your CEO and CFO. As a not-for-profit, you'll generally have reasonably tight budgets, so you'll be keen to get as much bang for your buck as possible. Fortunately, cloud solutions allow for scalable pricing and negate the need to spend heavily on infrastructure.	• Does the vendor charge a flat per-user, per-month fee? If so, how are users classified? Some vendors charge based on a company's total number of employees while others charge for the HR staff who'll use the system (this is most common in applicant tracking or recruiting software). • Are volume discounts offered? Some vendors provide an enterprise rate for customers with more than a specific number of employees or users. • Is tiered access offered? Some vendors offer tiered features and pricing, so you can start small and add functions as needed. • Are there any hidden subscription costs? • Will there be additional costs relating to data interface development and support – especially if your new HR system will be integrated with and share data with existing business systems? • Will training be offered by the vendor once the new system is implemented or is this an extra cost?

Remember

There are many different ways to package HR software. The most effective NFP solutions are cloud-based, which saves upfront cost and eliminates the need for costly IT infrastructure.

Continued...

Key considerations	Questions to ask
Scalability and customisation The system should be able to scale up as your business grows and the demands on your HR team escalate. Payroll is often the starting point for many NFPs, but as employee numbers increase, you may require recruitment and onboarding, succession, learning and performance management solutions. The system should also be configurable and customisable to your internal HR processes, workflows and specific needs.	• Can the vendor adapt to your changing needs and scale up as your organisation grows? • Is it an out-of-the-box solution that is ready to go and fully set up once installed? • Alternatively, is it a configurable software-as-a-service (SaaS) solution which can betweaked or configured to handle additional fields (widgets) and screens? • Does the solution offer different workflow processes and procedures in addition to what comes with the default settings? • As a customer will you have insight to product roadmaps for future enhancements and developments?
User experience Easy and user-friendly navigation and operation for all users should be a major consideration. The system should enable people from non-tech or non-HR related backgrounds to use it – this is even more critical for NFPs that may not have dedicated IT or HR departments. A good user experience will factor in how people already work, how they make decisions and how they otherwise organise their day.	• What employee and manager self-service functions are provided? • How customisable are the user interfaces? • How intuitive is the software? Does it require complex training documents, or will employees instinctively know how to use the software? • Does it help to streamline processes or remove roadblocks associated with certain tasks?

Continued...

Key considerations	Questions to ask
Reporting & analytics Accurate and timely data is critical in today's data-centric world, not only for the sake of compliance, but also for internal purposes. Regularly reviewing people data, such as staff turnover costs and time to hire, can highlight issues that have held back your business, or opportunities where employees could work more effectively. It's also essential for HR professionals to have these insights to speak "the language of business". Today's HR & payroll software should provide some level of reporting to provide these insights.	• Does it have embedded analytics or is data pulled from multiple systems into a data mart – or more often into Excel – to manipulate (meaning data integrity and security may be compromised)? • Are reports standardised and templatised or bespoke (or both)? • Can those analytics be predictive? • Can the management team access reports and data anywhere, any time through easy-to-use analytics tools?
Support There should be reliable multi-channel support from the product vendor as well as an easily accessible resource hub and knowledge centre. An online portal should be available in case you need quick self-service.	• Can the vendor offer fully-qualified support to deal with any software, hardware or security concerns? • What sort of turnaround time can you expect in the event of any problems? • What are the support protocols and how experienced are the people dealing with your potential issues? • What is their after-sales service, both in terms of emergency situations and areas such as systems training and troubleshooting? • Do they have a live chat service, dedicated customer support, engineers on hand and account managers to offer ongoing support?

Vendor checklist

Once you're clear on your requirements and have considered all the critical components, it's time to "test-drive" the options. Use this time to explore in-depth system functionality via a demonstration of your shortlisted software. Invite key stakeholders and other decision-makers to do the same.

We recommend that NFPs invest initially in the following key HR and payroll functions, because once automated, they will deliver the most impact on your organisation's productivity, efficiency, and your bottom line.

HR Core

- Centralise people management data and provide self-service tools for employees and managers to review and update their own personal data
- Ability to view org charts, including roles, reporting lines and profile details
- Request and check leave balance
- Plan and forecast future leave
- Check payslips and payment summaries
- Access employee information and utilise team analytics and dashboards

Survey

- Assess how engaged and motivated your employees are and obtain actionable insight into your employees' attitudes and opinions towards their work and work environment
- Easily compare results by key demographics such as age, gender, location, division, tenure, and share results with key stakeholders
- Utilise templates from the Survey Library, or easily customise surveys, compare results against organisations in your industry, across benchmarked data points
- Create summaries and graphs to track trends and ultimately enable informed decision-making
- Incorporate feedback points throughout your HR processes and provide confidence and reassurance through the anonymity feature when working on sensitive HR topics such as diversity and culture

Payroll

- Employee and manager self-service: Update personal bank account, superannuation and tax file details, access payslips and leave summaries
- Single Touch Payroll (STP) and SuperStream compliant in Australia; PayDay and KiwiSaver compliant in New Zealand
- Ability to make easy employee payments with standard Bank Files
- Elimination of paper-based timesheets
- Tailored reporting with ability to generate audit, variance, payroll tax, compliance and other reports to spot trends or anomalies
- Ability to export General Ledger journals
- Ability to manage employees across one or multiple payroll cycles with flexibility to run standard or ad-hoc payroll, any time

Rostering / Time & Attendance

- Create weekly, fortnightly or monthly staff rosters
- Save time with accurate labour cost and labour percentage of revenue forecasts
- Proactively manage staff with shift trading, leave and unavailability requests for real-time roster management
- Utilise an automated time tracking solution with real-time reporting
- Utilise a Business Rules Engine and Award Library to ensure compliance obligations are met

Reward and Recognition

- Introduce peer-to-peer recognition programs and acknowledge significant achievements or celebrations
- Enable employees to recognise peers with recommendations, “likes” and configurable badges and trophies
- Recognise an employee’s work anniversary or birthday, acknowledge course completion, or reward employees who achieve a pre-determined number of points
- Automate employee awards such as Employee of the Month with configured workflows, which allow for employees to be nominated for an award, voting periods to be opened, and awards to be allocated

Performance Management

- Tailored performance appraisals with access to pre-built goals, development objectives and a behavioural competency library
- Ability to obtain a holistic view of performance with 360 reviews
- Manager team view with access to appraisal status and ability to collaborate with export and print functions
- Ability to incorporate appraisal cycle periods and implement more effective stakeholder management with automated sign-offs and approvals

Succession Management

- Determine role criticality and assess bench strength
- Identify high performers
- Identify flight risks
- Match employees to critical roles
- Compare candidate suitability by skills, performance, potential and aspirations
- Empower employees to view succession pathways, investigate desired career paths, identify skills gaps • Create development plans

Remember

Before making a decision about HR technology, it's critical to understand your requirements and needs as a business. For help, use ELMO's Solution Configurator

Remuneration

- Automate processes and design workflows that drive processes effectively, aligning managers with correct procedures
- Manage complex remuneration structures including discretionary or complex long-term incentive (LTI) or short-term incentive (STI) plans
- Create rules-based automated letter production for distribution and electronic filing
- Create rules-based controls on spend
- Utilise business rules to guide managers’ adherence to organisational policy
- Benefit from real-time standard and customised reporting for all roles
- Provide approval and moderation controls for managers and employees with real-time budget impact reporting
- Show flexible organisation hierarchy and matrix-based reporting lines

Course Builder

- Create bespoke online learning content, which can be branded with your organisation’s colours, logos, images and videos
- No coding experience required – use a range of page templates to create interactive online courses after one quick training session
- Use in conjunction with Learning Management to easily publish course content and roll out courses
- Update content in real-time
- Preview end-user view prior to publishing
- Utilise a range of assessment questions to challenge and engage the learner

Learning Management

- Coordinate personalised learning plans, eLearning courses and instructor-led training (ILT)
- Generate policy acknowledgements, assessments and surveys
- Empower employees to track their own progress
- Provide self-directed learning with access to eLearning courses
- Utilise configurable enrolment rules
- Design and assign continual professional development (CPD) plans
- Generate direct and indirect reports, keep track of employee learning needs, course completion rates and compliance requirements

Course Library

- Access over 400 courses covering everything from soft skills to compliance-related issues
- Keep up-to-date with a growing library.
  New and updated courses released every month – compliance courses are updated as Legislation changes
- State of the art functionality with courses designed by instructional designers, utilising industry best practice approaches to eLearning
- Ability to modify course content, images and branding with course editor functionality
- Quick and easy publishing with detailed response tracking for reporting
- Touch screen functionality
- Course assessments to ensure learning comprehension, including multiple question types, a variety of question styles and automatic marking

Recruitment

• End-to-end automated recruitment process from job requisition to job acceptance
• Ability to post to external job boards and internal career portals, pre-set posting rules, and track costs • Create a careers webpage, customisable with corporate branding
• Ability to create talent pools by integration with external job boards and social media
• Ability to match job criteria to candidates, and rank candidates
• Streamlined requisition workflows and authorisations, configurable to your business
• Offer approval and contract generation processes
• Email and/or SMS notifications
• Interview scheduling and guides

Onboarding

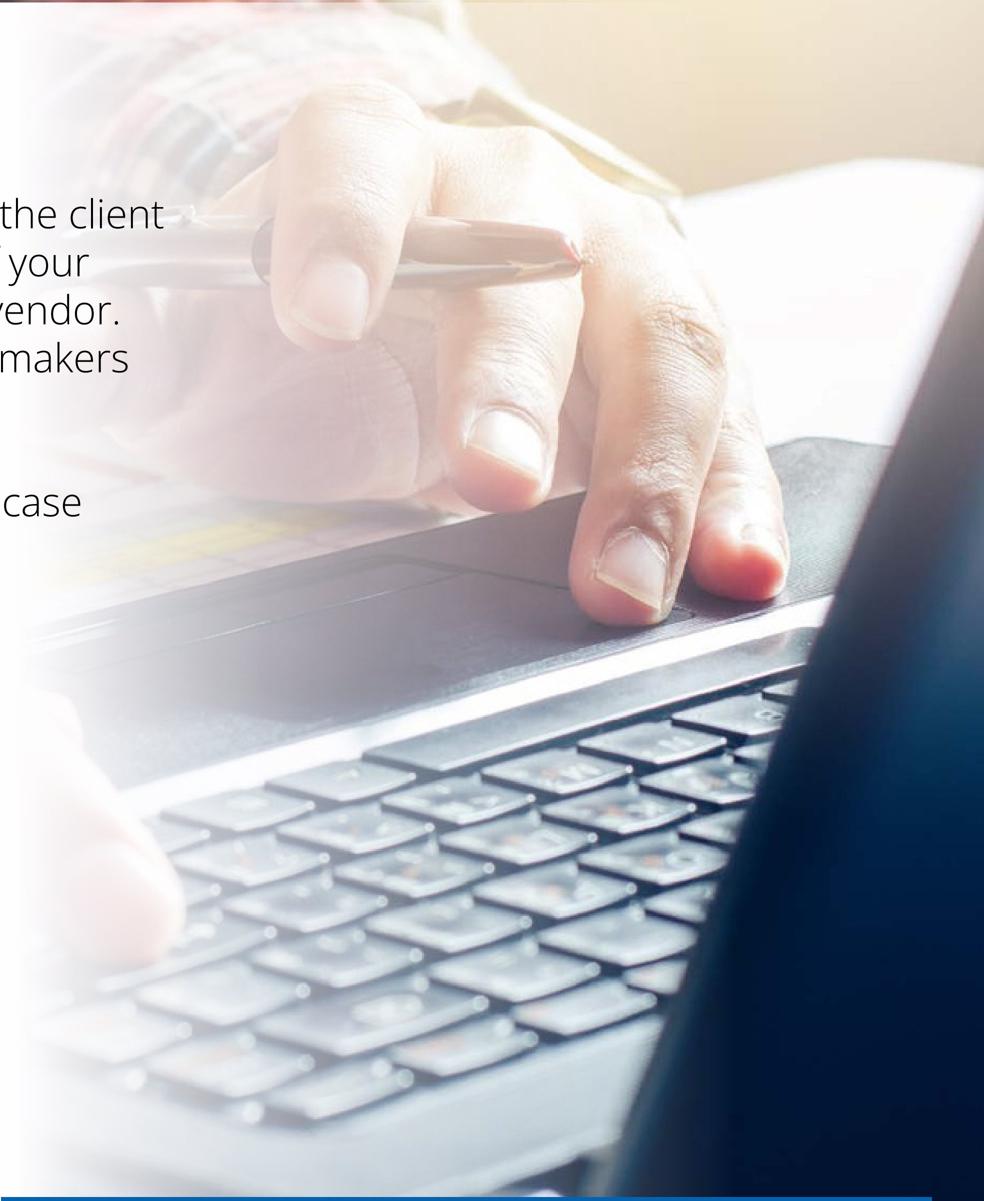
• Configurable workflows and approval processes, with ability to assign tasks to stakeholders
• New employee onboarding checklist
• Personalised onboarding portal for new hires including customised content, welcome videos and other content, team member introductions
• eLearning course allocations
• New employee onboarding status updates to managers tracked in real-time with the ability to send reminders to key stakeholders
• Configurable electronic forms, document upload facility and integration with ATO and other third parties

Building your business case

You've put in the hard yards researching the market, tested some of the solutions on offer, reviewed the client testimonials, and you've decided which one suits your needs. Depending on the size and structure of your business, all of your hard work to date may well be sufficient for you to go forward and choose your vendor. For other businesses, you may need to prepare sufficient documentation to convince other decision makers and stakeholders. This section is aimed to help you with this process.

As the term implies, a business case is not simply making a "HR" case; you need to make a "business" case which clearly outlines how your proposal will help the business achieve its objectives.
Here are some points to consider:

3 What business problem(s) are you trying to solve and what impact (e.g. time/cost savings) do you expect this to have on your business?
3 Which internal stakeholders do you need buy-in from (e.g. Owner, Finance Manager, IT Manager)?
3 What sort of IT system integration (e.g. payroll) do you need?
3 Will you be adapting your existing process workflows or are you looking to replicate what you already have?
3 Who will be your internal project manager?
3 How will you launch your new system and encourage employee adoption/engagement with it?
3 What are your success metrics post-implementation?



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6 elements to include in your business case

Over the following pages, you'll find tips on how to build your business case. This is the ideal time to outline why current HR systems are no longer sufficient, and what the benefits are for upgrading.

01 Problem

02 Solution

03 Benefits

04 Approach

05 Risk

06 Return on Investment (ROI)

Roadblocks

Cost/budget, and management buy-in were deemed two of the most critical roadblocks to overcome when implementing HR technology, according to Navigo's 6th Australian HR Technology Survey.

Other hurdles included lack of HR tech strategy and lack of time & resources.

Remember

Any business case should include timeframes for the project and a summary of the benefits/ROI.

01 Problem

Highlight why the need for a solution has arisen while also emphasising the research you have undertaken into the vendor marketplace. Broadly outline why your chosen solution(s) will resolve the problem.

- What is the problem you are trying to solve?
- Why is what you have in place no longer working?
- Why is this problem important for your business? Does it align with current company goals? Will it help the company achieve its vision, mission and/or strategy?

Top tip

Describe the transactional. Which daily HR processes are:

- Repetitive?
- Labour intensive?
- Inefficient?

Then outline which stakeholders are impacted by these processes.

02 Solution

Go into detail about the solution you are proposing. This is where you sell your solution to the key stakeholders. State all the benefits of your solution and suggest why it is a good investment.

- What is the proposed solution?
- Have you researched all solutions and shown why this is the best option?
- Why are you choosing one solution over the others?

03 Benefits

Outline what the potential benefits will be to the relevant stakeholders. Keep in mind that benefits seen through the eyes of a CIO (who will be interested in the impact on IT resources and long-term IT support) will be different to benefits seen through the eyes of the CFO (who will be focused on ensuring funding and donations are greater than costs). Use a mix of qualitative and quantitative data to build your case.

- How will this make your organisation better?
- Who will this directly and indirectly benefit?

Top tip

Provide estimates of your:

- Administrative burden (How much time is spent on time-sheets and payroll processing? How much time is spent creating reports?)
- Recruitment effort (How much time is spent recruiting and onboarding? What are your external recruitment costs?)

Then outline which stakeholders are impacted by these processes.

04 Approach

Provide a timeline for the stakeholders to see. Depending on how many solutions you are looking at, you may want to include costs, dates and steps for the implementation of each solution.

- What is the strategy for this project?
- Who's help within your business will you need?

Continued...

Sample implementation table

Recommended solutions	Dates for implementation	Option 1	Steps for Option 1	Option 2	Steps for Option 2
HR Core					
Recruitment					
Onboarding					
Performance Management					
Succession Management					
Learning Management					
Course Library					
Course Builder					
Rewards and Recognition					
Remuneration					
Payroll					
Rostering / Time & Attendance					
Survey					

05 Risk

Are there any risks associated with the solution (e.g. security)? Are there any risks if a solution is not implemented (e.g. manual data entry mistakes or non-compliance penalties)?

- How will this make your business better?
- Who will this directly and indirectly benefit?

06 Return on Investment (ROI)

What is your proposed solution going to cost? Ensure you include implementation costs (if any) and other associated costs – and balance this with projected savings in terms of money, time and productivity.

• What value is being added to your company?

HR team» Devolving – not losing control but delegating

» Reduction in manual, iterative tasks
» More strategic HR

ROI considerations

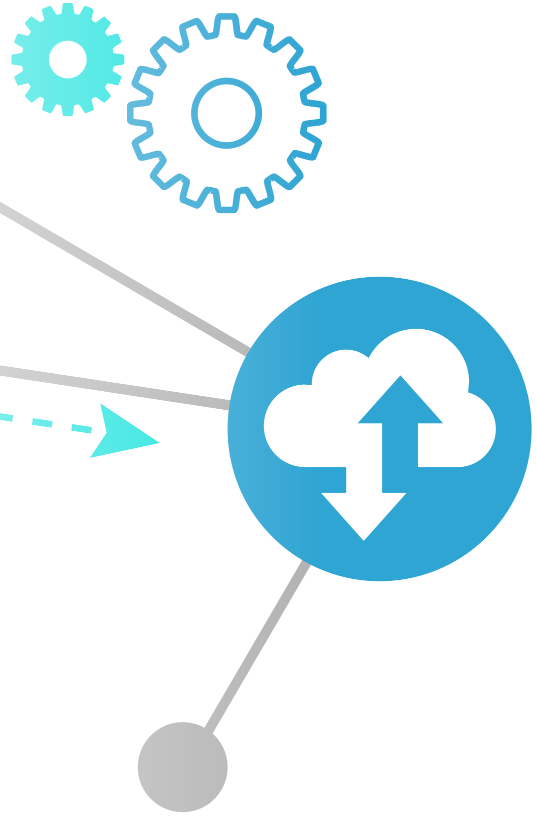
HR Team

Employee

» Employee engagement
» Increased visibility
» Increased self empowerment
»Quicker responses

Managers

» Increased visibility
» Increased control
» Increased empowerment
» Reduced costs
» Fewer HR transactions
» Increased organisational efficiencies
»Enhanced productivity



Key stats

The most common quantifiable financial savings in HR tech investments are: elimination of manual processes; reduction in time to process transactions; risk reduction & litigation protection.

Next steps

A final inclusion for a business case should be the next steps to be taken to get the project off and running. Be specific and include as a minimum:

- Who you need to get approval from and what those steps are
- What the steps are for signing contracts and implementing solutions
- Any technical steps that will need to be followed

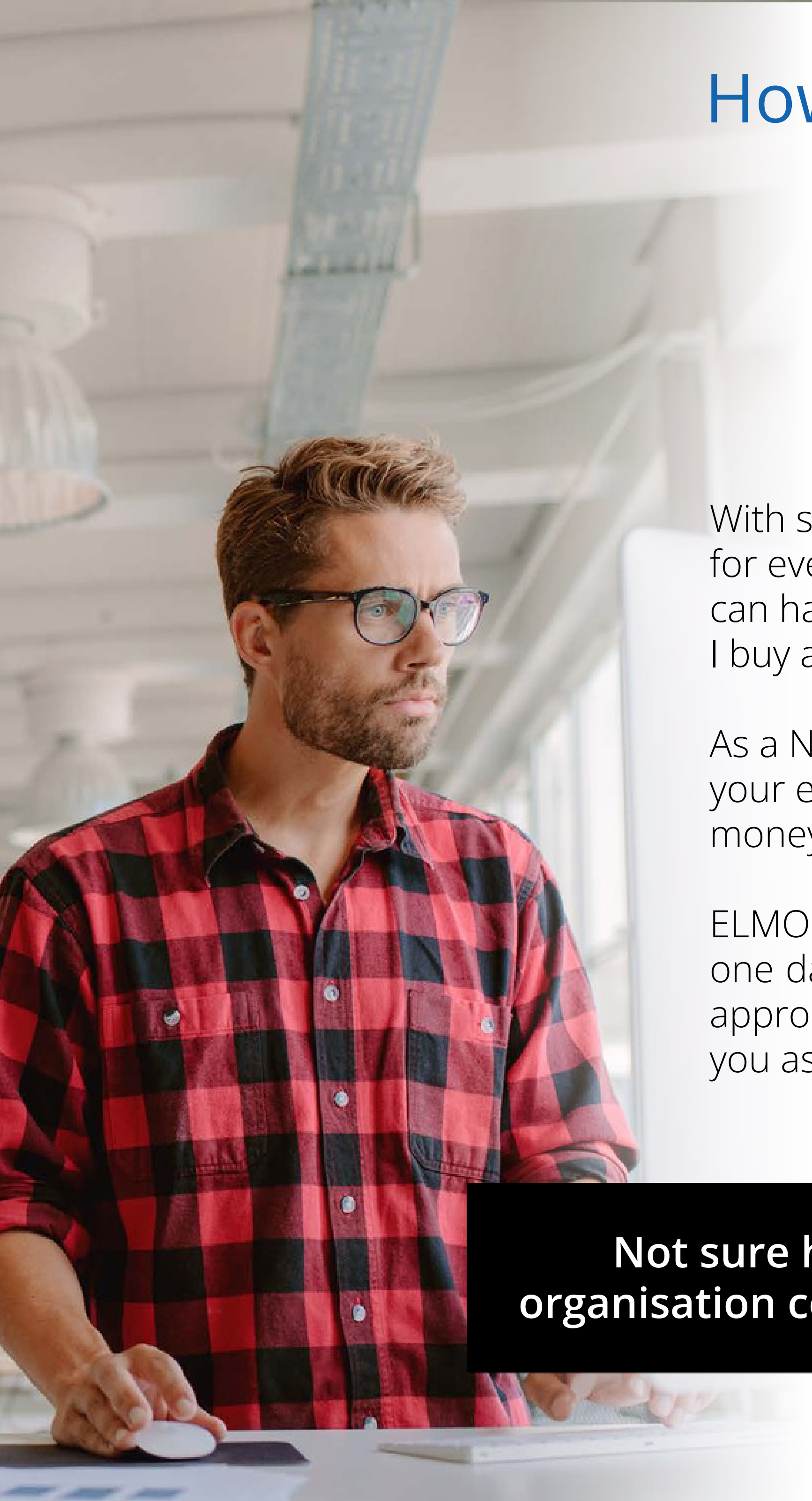
Lay all these points out in an easy-to-ready format such as bullet points or another table with steps and dates.

As businesses continue upon their digital journey, it's up to HR to stay one step ahead; however, HR can't shape the workforce of the future if they are themselves relying on manual processes to get work done. HR professionals who have traditionally relied on manual, paper-based processes are re-examining those processes and discovering that automation technology leads to many benefits: enhanced productivity; cost containment; better compliance; more engaging candidate and employee experiences – to name a few.

Don't get left behind! The tools exist, and the time for change in NFPs is now.

Remember

Finish off the proposal with a few sentences to summarise your business case. Good luck!



How can ELMO help?

Pay Engage Hire Retain Develop

With so many solutions out there, the HR and payroll software landscape can be a minefield, causing confusion for even the most tech savvy buyer. You're probably asking yourself: "Should I aim for one piece of software that can handle one aspect of HR or payroll management, and another piece of software for another aspect?"; "Should I buy a cloud-based solution or an on-premise solution?"; "How can I streamline my software requirements?".

As a NFP, your priorities are ensuring that your business runs as efficiently as possible to remain competitive, that your employees are as productive as possible, and that you have processes in place to help save you time and money – so that you can get back to the running of your business.

ELMO Cloud HR & Payroll offers clients an integrated suite of HR and payroll solutions from one vendor, providing one dashboard and one user-experience. ELMO's cloud-based platform provides organisations with a centralised approach to managing an employee's lifecycle, covering the 5 key touchpoints that your employees will have with you as an employer: Pay; Engage; Hire; Retain and Develop – that is, from "hire to retire".

Not sure how your organisation could benefit?

ELMO's Solution Configurator is an interactive tool designed to help you determine the right mix of HR & payroll solutions to suit your unique business needs.