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INTEGRATION GUIDE

Five Key Steps to Truly Integrate HR, Payroll and Workforce Management Systems

WHAT THIS GUIDE IS ABOUT

Most organisations don't struggle with HR or payroll individually. They struggle to connect these systems.

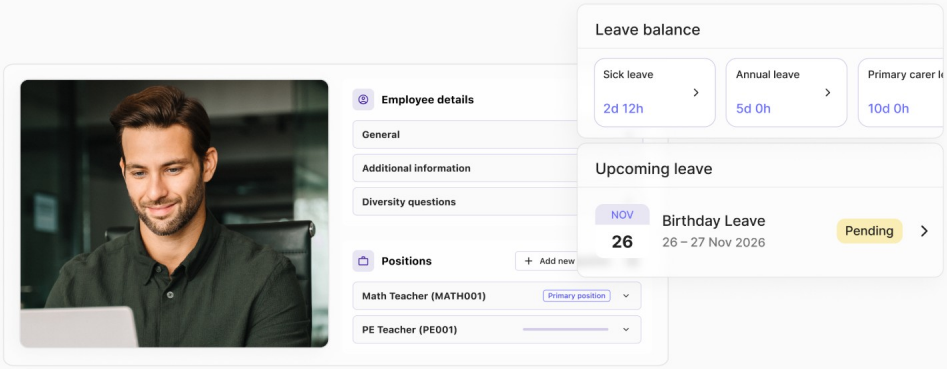
True integration isn't simply "connecting systems". It's rethinking how people, data and processes flow together across HR, payroll and workforce management (WFM) systems.

This resource explores how to go beyond functional upgrades. These five steps summarise the most important actions you can take to build an integration that works.

STEP ONE

1 Understand where the friction really is

Your goal: Reveal the real barriers before they become costly integration blockers.



Integration problems don't start with software. They start with data mismatches, legacy systems and inconsistent processes. Before exploring new systems or tools, it's essential to understand where your current processes are falling short.

- Many workforce management systems send clock-in and clock-out times directly to payroll, even though payroll requires completed timesheets for correct award interpretation. This mismatch is one of the most common disruptors in aged care and shift-based environments.
- Legacy platforms, especially older payroll or workforce management tools, were not built for open APIs, which can cause expensive workarounds before integration even starts.
- Teams often rely on undocumented processes or institutional knowledge, leading to inconsistent workflows and unseen risks.

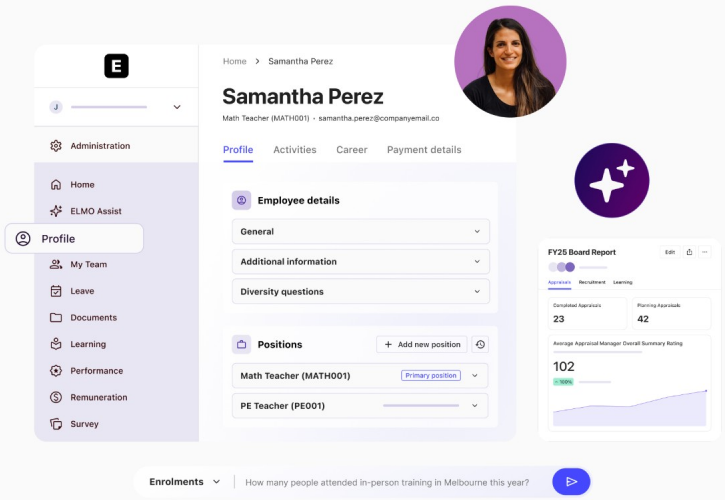
WHAT TO DO

- Map every handoff point: roster → timesheet → award interpretation → payroll → finance.
- Identify where information is manually re-entered or exported into spreadsheets.
- Document your real processes, not the ones that exist in policy documents.
- Bring IT in early. They often know the hidden limitations of current systems.

STEP TWO

2 Establish one trusted view of workforce data

Your goal: Avoid conflicting data and reduce the compliance risk caused by duplication.



You can't integrate successfully if three systems all think they own the employee record.

Success comes from establishing HR as the master record, letting WFM handle timesheets and approvals and pushing only approved, structured timesheets into payroll for award interpretation.

- Define which system owns core employee data (usually your HR system).
- Ensure the WFM system pulls only what it needs, such as position, cost centres and leave balances, not its own parallel version of employee data.
- Prevent payroll from receiving inconsistent or unapproved data from rostering or timesheets.

WHAT TO DO

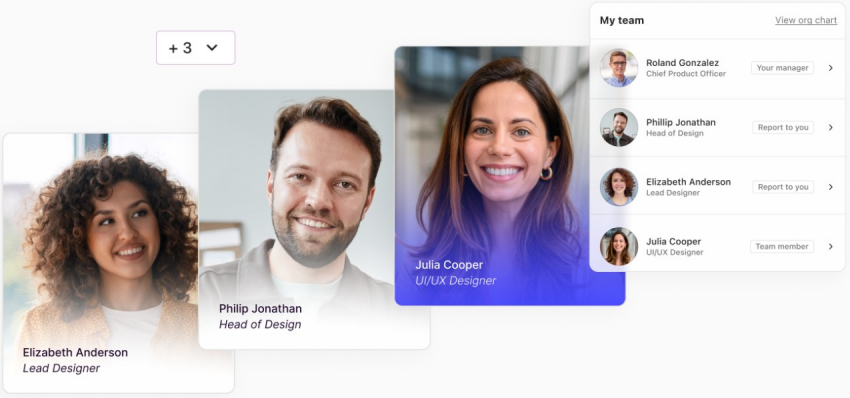
- Decide which system owns each data type.
- Ensure employee changes (bank details, positions, qualifications) flow from one place.
- Reduce or eliminate double entry, especially for onboarding and personal details.

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STEP THREE

Connect HR, payroll and rostering workflows end to end

Your goal: A connected workflow that reduces admin, improves award compliance and removes the “interpretation guessing game”.



This is where most integrations fail. Not because of the tech, but because of the process design.

Key breakdowns include:

- Organisations trying to integrate but keeping all their old manual workarounds.
- Payroll teams being overloaded and unable to support testing cycles.
- Employees not adopting new workforce management workflows and reverting to spreadsheets or paper.

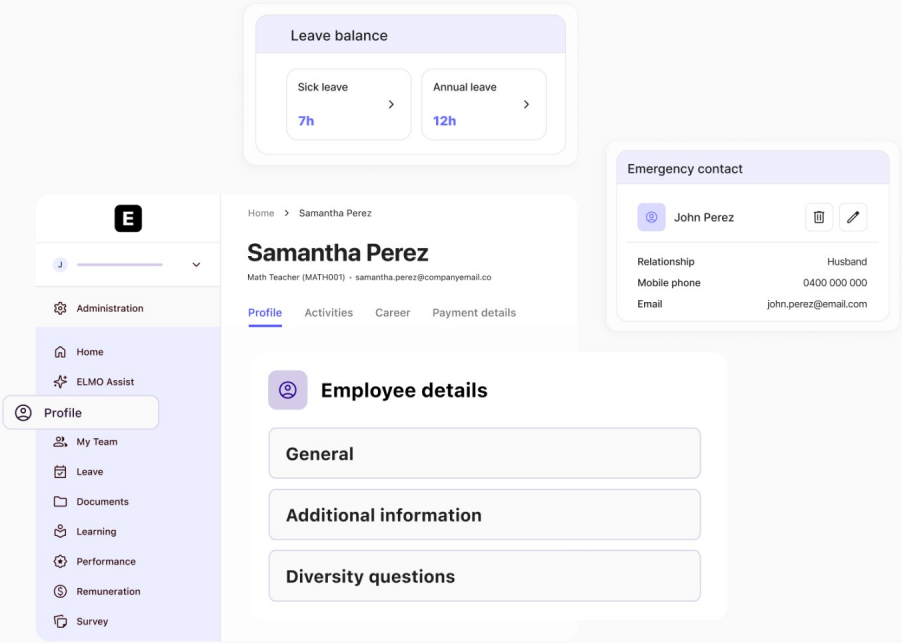
WHAT TO DO

- Connect rostering → time capture → timesheet approval → payroll → finance reporting.
- Build your processes around the best practice of the integrated system, not legacy habits.
- Allocate realistic testing time. For example, payroll may need to process a pay run twice during testing.
- Assign an internal “champion” to drive adoption and ensure employees actually use the system.

STEP FOUR

4 Create a unified experience for employees and managers

Your goal: An employee experience that reduces friction and drives correct data at the source.



Even the best integration fails if managers or employees don't adopt it.

Common adoption blockers:

- Staff find new tools "too hard", so they revert to paper timesheets.
- Multiple logins and disconnected interfaces create mistrust.
- Lack of visibility leads managers to approve incorrect timesheets, cascading into payroll errors.

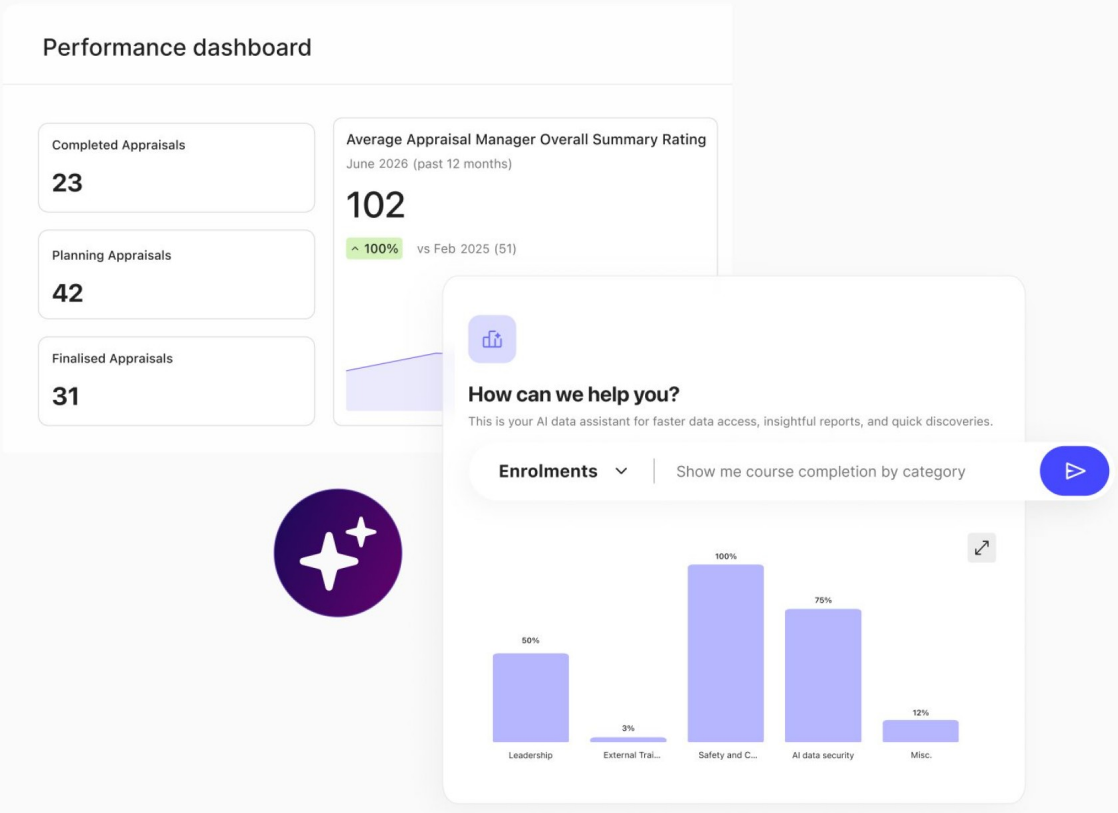
WHAT TO DO

- Enable SSO and consistent user design across systems.
- Provide simple, mobile-friendly ways for employees to enter time and apply for leave.
- Train managers on approving correct data. Effective integration depends on accurate, timely input from users.

STEP FIVE

5 Make smarter decisions with connected data

Your goal: Position HR as a strategic partner to the organisation. By connecting performance, payroll and learning data, you can measure the true ROI of your people initiatives and proactively drive organisational success.



When HR, payroll and workforce management systems talk to each other, you gain a complete, real-time view of labour activity.

Integrated systems allow finance, HR and operations to:

- See real-time labour cost impacts.
- Validate that timesheets match rostered hours and award requirements.
- Produce audit-ready data for funding bodies and regulators. Improve forecasting accuracy with true labour cost visibility.

IN SUMMARY

From pressure to performance.

A successful integration starts with clarity beyond the tech. With the right preparation, partners and mindset, integration becomes not only achievable but built to last.

- **Clear ownership of data**
- **Clear workflows**
- **Clear documentation**
- **Clear communication between HR, payroll, finance, IT, vendors and operations**

The *Complete* AI Workforce Platform™

ELMO brings HR, payroll and workforce management together on one employee data foundation. Native AI turns connected data into answers teams can act on, and local ANZ experts guide the change.

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