

## Compliance Through Technology

*How is technology improving HR compliance, as well as helping organizations manage their workforces more effectively? Our panel tackles this question, citing training, monitoring of organizational structures and performance management.*

### Adam Miller

*President and CEO,  
Cornerstone OnDemand*

Compliance-related training is an issue for the entire workforce of any organization. Not only will nearly every member of an organization participate in some type of compliance training, but each member requires targeted training based on their level of responsibility. For example, some employees will serve as compliance instructors, while others will simply need to be familiar with compliance policies and procedures. Having an integrated talent management system that provides targeted compliance training depending on the individual's role not only avoids the pitfalls of "blanket training," but also makes training more engaging for each employee.

HR-driven compliance initiatives, such as workplace harassment training, and industry-specific requirements, such as



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— Adam Miller

hazardous materials emergency response and HIPAA (Health Insurance Portability and Accountability Act), can be automatically administered and tracked to better help organizations meet state, regulatory and organizational compliance requirements. No matter the size or type of organization, most look for fully integrated systems that can guarantee up-to-date expertise, reduce administrative overhead associated with risk and compliance management, and increase compliance adherence.

Outside of meeting strict compliance

deadlines, more companies are going global, and so comes the need to localize and tailor compliance programs under one system. Leaders in the HR management market are addressing global business needs with configurable compliance components that work seamlessly with pre-existing talent management systems. Many are attracted to the reduced deployment time and cost to implement an on-demand compliance component. Multi-tenant, multi-user on-demand software architecture provides companies flexibility, reliability and a lower total cost of ownership. The open design of an on-demand system makes it configurable to suit each company's unique compliance needs. An added benefit of implementing an on-demand solution is the quick time-to-benefit.

By empowering their people and optimizing workforce productivity with new HR technology and systems, HR professionals can, in turn, improve regulatory compliance and reporting for their organizations.

### Jim Candler

*Vice President of HR Product Strategy,  
HumanConcepts*

For almost four decades, a key capability of HR technology has been improved regulatory compliance by meeting specific reporting requirements. It has been clearly understood as far back as the early mainframe systems of the 1970s that HR technology could provide post-event

summary information and therefore indicate the status of regulatory compliance. However, even today most organizations miss the very important point that modern HR technology should be used as a proactive tool to ensure compliance before offending transactions take place. Reporting wrongful actions after the fact is much too late to prevent the occurrence.

An example of after-the-fact reporting

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occurs when managers are told that their utilization of minorities and females has been insufficient and that their last non-minority hire should not have happened. That information is useful only in the context of future occurrences and is too late for the current event. However, requiring managers to view their diversity information before a job is opened will not only allow the manager to be better informed, but will also make the manager accountable for his or her actions.

This proactive approach should be the goal of modern HR technology. Managers in today's environment should not be expected to view a "report from a shelf." Today's view must be real-time, as easily accessible as any Web site or intranet, secure and restricted to only those who should have access.

Enterprise software solutions are available on the market today that can help with occurrences like the example above. "Intelligent" organization charting is one new way to approach HR reporting. Intelligent organization charts allow for visual communication of an organization's hierarchy, provide visual access to HR metrics and act as an electronic platform for capturing workforce information that can help organizations reach their staffing goals. Even managers with the shortest of attention spans find that a centralized- Web-based- and, most importantly, visual platform is a convenient way to quickly find and navigate critical employee information.

When made available to hiring managers before the hiring process starts, the views in intelligent organization charts

proactively inform the manager of his or her department's current status and do so in an easily readable format.

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**Raghav Singh**  
*Talent Management Product  
Strategist, Lawson*

Regulatory compliance and reporting are a primary concerns for healthcare organizations, and HR technology systems have evolved to help support these activities. For example, healthcare organizations are accredited by JCAHO (Joint Commission on Accreditation of Healthcare Organizations), a regulatory body that sets standards for quality in healthcare and certifies virtually all healthcare organizations in the United States. A key requirement for receiving and maintaining JCAHO certification is demonstration that all employees possess the qualifications and competencies required for their jobs. The process to complete such reviews is complex, since

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many employees in healthcare organizations have multiple job assignments and supervisors. Some supervisors may not be



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familiar with all the specific competencies required of a particular employee, requiring some of the appraisal to be delegated to a qualified manager. On average, the process involves 17 pieces of paper per employee each year, or 50,000 documents for a 3,000-employee hospital.

Performance management systems are an ideal way to support JCAHO compliance audits. First, these systems are able to track the qualifications of reviewers and thereby identify the individuals who are qualified to conduct appraisals. Second, these systems can combine evaluation data into a comprehensive record for each employee. Third, they proactively monitor compliance by flagging employees who are missing job descriptions or reviews or need their competency profiles updated. Finally, they reduce the volume of paper transactions to virtually zero.

The financial and legal consequences of not being able to demonstrate compliance can be quite severe for a healthcare organization. A performance management system that supports compliance can go a long way toward preventing problems. **HC**



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