

Chain Restaurant Compensation Association

**Survey of HR Processes Supported By
Information Technology
July, 2005**



Prepared By:



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Executive Summary

- There is no clear prevalent strategy in place in terms of the role the HRIS plays relative to web-enabled HR processes and other manual HR processes.
 - ◆ Primary HRIS driven processes include provision of payroll and benefits information and time and attendance administration.
 - ◆ Primary web-enabled processes include provision of HR policy data, supporting job posting/recruiting/selection processes and training administration/delivery applications.
- There are several HRIS' in place in chain restaurants. The most prevalent system is PeopleSoft (at 25% of participants).
- The key business drivers for providing information technology to support HR processes are improving service to employees and reducing costs.
- Most significant challenges in supporting HR processes with information technology include a lack of financial resources and inadequate technology infrastructure.
- IT access is generally available to all HQ, regional and unit restaurant management employees at work.
 - ◆ However, unit restaurant non-management employee typically do not have IT access at work.
 - ◆ Approximately ½ of management employees have IT access at home.
- Compared to other HR investments, web-enabling HR processes and outsourcing HR processes are viewed as a moderate and low priority, respectively.
 - ◆ Most web-enabling processes are in the planning stage currently
- Most organizations (56%) do not currently make use of pay cards, which provide employees with a debit card in lieu of a bank check. Many organizations are considering their use however (28%).

Survey Background

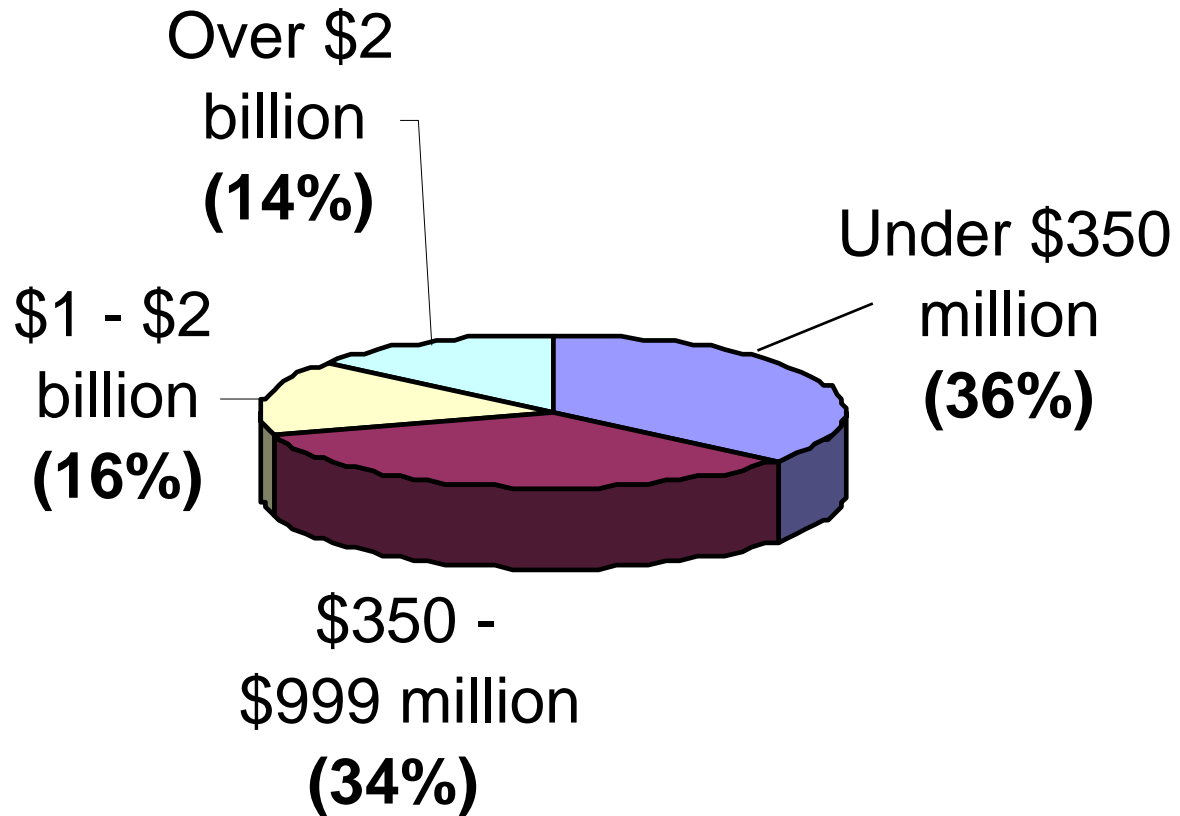
- **Purpose:** to provide CRCA members with a better understanding of how core HR processes are supported by information technology within the chain restaurant industry sector.
- **Topics covered:**
 - ◆ Philosophy/strategy of IT support of HR processes
 - ◆ Specific HR processes supported
 - ◆ Degree of web-enabling of HR processes
 - ◆ Degree of outsourcing of HR processes
 - ◆ Business drivers & challenges in using IT to support HR
 - ◆ IT access availability at home and t work
 - ◆ Prevalence of pay cards

Survey Participants (n=42)



- Bob Evans Farms, Inc.
- Boston Market
- Bravo! Development
- Brinker, Intl.
- Buffets, Inc.
- Burger King
- Carlson Restaurants WW
- CEC entertainment
- Darden Restaurants
- Dave & Buster's, Inc.
- El Pollo Loco
- Famous Dave's of America
- Friendly Ice Cream Corp.
- Frisch's Restaurants
- Golden Corral Corporation
- Hard Rock Cafe
- HMS Host Corp.
- Houlihan's Restaurants
- International Dairy Queen
- Krystal Company
- K&W Cafeterias
- Little Caesar Enterprises
- McDonald's Corporation
- O'Charley's, Inc.
- Panda Restaurant Group
- Papa Gino's Group
- P.F. Chang's China Bistro
- Picadilly
- Quiznos Sub
- Real Mex Restaurants
- Roadhouse Grill
- Rock Bottom Restaurants
- Round Table Pizza
- Ryan's Family Steakhouse
- Shoney's
- Starbucks Coffee Co.
- Taco John's International
- Uno Restaurant Holding
- Walt Disney World
- Wendy's International, Inc.
- White Castle
- YUM! Brands

Participant Size Profile



Philosophy of IT Support of HR



What, in general, is your organization's philosophy on supporting HR processes via information technology?

	Company Revenues				Total
	Under \$350 million	\$350 - \$999 million	\$1 - \$2 billion	Over \$2 billion	
No predominant philosophy	20%	9%	3%	3%	34%
Support as many HR processes as possible using HRIS and web-enable others, as necessary	3%	9%	6%	6%	23%
Support core employee information using HRIS and web-enable most HR processes	0%	9%	3%	3%	14%
Support core employee information using HRIS and use a variety of tools (web and non-web) to support HR processes	11%	9%	6%	3%	29%
Total	34%	34%	17%	14%	100%

Core HRIS

What is your organization's core HRIS (i.e., Human Resources Information System)

Company Revenues

	Under \$350 million	\$350 - \$999 million	\$1 - \$2 billion	Over \$2 billion	Total
Infinium	3%	3%	6%	0%	11%
Lawson	3%	11%	0%	0%	14%
Oracle	0%	6%	0%	0%	6%
PeopleSoft	0%	8%	6%	11%	25%
SAP	0%	3%	3%	3%	8%
OTHER	28%	6%	3%	0%	36%
Total	33%	36%	17%	14%	100%



IT Support of Core HR Processes



Currently Supported By:

	N/A	Out-sourced	HRIS	Web/ Intranet/ portal	PC/ Network Tools	Manual Process	To be support- ed by IT systems within 1 year
01. Publish policies and program information	9%	0%	3%	50%	3%	26%	9%
02. Enable employees to edit basic data	18%	3%	9%	24%	3%	33%	9%
03. Enable employees to select benefits	12%	3%	6%	27%	0%	33%	18%
04. Provide access to payroll & benefits info	6%	6%	32%	24%	0%	21%	12%
05. Time and attendance	12%	3%	21%	18%	21%	12%	12%
06. Skills/ competency assessment	39%	0%	6%	12%	9%	18%	15%
07. Job posting/ recruiting	9%	0%	6%	58%	9%	18%	0%
08. Selection/ staffing	9%	3%	3%	27%	9%	45%	3%
09. Retention	27%	0%	3%	3%	15%	45%	6%
10. Development planning	29%	3%	6%	6%	9%	41%	6%
11. Career/ succession planning	35%	3%	6%	3%	9%	41%	3%
12. Training registration & administration	12%	0%	15%	29%	9%	24%	12%
13. On-line training delivery	44%	6%	0%	29%	3%	3%	15%
14. Goal planning and alignment	18%	0%	3%	15%	15%	41%	9%
15. Performance assessment and mgmt	9%	0%	3%	9%	26%	41%	12%
16. Compensation and benefits statements	26%	9%	9%	12%	15%	18%	12%
17. Job evaluation/ slotting	27%	0%	3%	0%	15%	55%	0%
18. Base pay planning/ administration	18%	0%	9%	6%	26%	38%	3%
19. Incentive pay planning/ administration	15%	0%	12%	0%	26%	44%	3%
20. Expatriate administration	79%	0%	3%	0%	3%	15%	0%
21. Relocation administration	26%	6%	6%	6%	12%	44%	0%
22. Vacation request/approval/tracking	11%	0%	17%	17%	9%	40%	6%

Web-Enabling of HR Processes

Where does your organization stand, in general, on web-enabling human resources? (n=34)

Company Revenues

	Under \$350 million	\$350 - \$999 million	\$1 - \$2 billion	Over \$2 billion	Total
Well underway	0%	9%	3%	6%	18%
Just begun implementation	6%	6%	9%	6%	26%
At the planning/assessment stage	24%	15%	6%	3%	47%
No plans to web-enable HR processes	6%	3%	0%	0%	9%
Total	35%	32%	18%	15%	100%



Outsourcing of HR Processes

Where does your organization stand, in general, on outsourcing HR processes? (n=34)

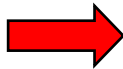
	Company Revenues				Total
	Under \$350 million	\$350 - \$999 million	\$1 - \$2 billion	Over \$2 billion	
Selected HR processes already outsourced	9%	3%	6%	6%	24%
Currently identifying HR processes to be outsourced	0%	6%	0%	3%	9%
At the planning/assessment stage	3%	6%	0%	6%	15%
No plans to outsource HR processes	24%	18%	12%	0%	53%
Total	35%	32%	18%	15%	100%



Business Drivers

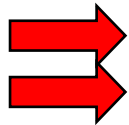
What are the business drivers in using information technology to support HR processes?

	N/A	Very Low	Low	Neither High/Low	High	Very High
01. Reduce costs	3%	0%	10%	13%	50%	23%
02. Improve service to managers/employees	3%	0%	0%	10%	43%	43%
03. Enable HR to focus on strategic activities	0%	7%	10%	14%	38%	31%
04. Standardize processes	7%	3%	3%	17%	53%	17%
05. Facilitate outsourcing	43%	13%	17%	23%	3%	0%



Challenges Faced


What challenges have you faced (or expect to face) in using information technology to support HR processes?




	N/A	Very Low	Low	Neither High/Low	High	Very High
01. Inadequate technology infrastructure	10%	6%	3%	39%	29%	13%
02. Lack of financial resources/funding	3%	0%	10%	29%	29%	29%
03. Lack of executive support	3%	10%	23%	47%	10%	7%
04. Resistance from line managers	13%	3%	26%	35%	19%	3%
05. Resistance from employees	16%	10%	16%	42%	16%	0%
06. Resistance from HR	17%	27%	30%	23%	3%	0%
07. Legislation re: employee info disclosure	17%	3%	17%	45%	7%	10%
08. Other:	73%	0%	0%	7%	13%	7%

IT Access Available at Work

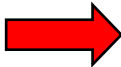
What approximate percentage of staff have intranet/portal access at work?



HQ/Regional Staff	Under	\$350 -	\$1 - \$2	Over \$2	Total
	\$350	\$999			
	million	million	billion	billion	
None	0%	0%	0%	0%	0%
Approximately 25%	3%	0%	0%	0%	3%
Approximately 50%	0%	0%	0%	0%	0%
Approximately 75%	0%	6%	0%	0%	6%
Approximately 100%	31%	25%	19%	16%	91%
Total	34%	31%	19%	16%	100%



Unit Restaurant Mgmt	Under	\$350 -	\$1 - \$2	Over \$2	Total
	\$350	\$999			
	million	million	billion	billion	
None	3%	10%	3%	3%	19%
Approximately 25%	3%	0%	0%	3%	6%
Approximately 50%	3%	6%	3%	0%	13%
Approximately 75%	3%	0%	3%	3%	10%
Approximately 100%	19%	16%	10%	6%	52%
Total	32%	32%	19%	16%	100%



Unit Restaurant Non-Mgmt	Under	\$350 -	\$1 - \$2	Over \$2	Total
	\$350	\$999			
	million	million	billion	billion	
None	28%	28%	16%	13%	84%
Approximately 25%	3%	0%	0%	0%	3%
Approximately 50%	0%	0%	0%	0%	0%
Approximately 75%	3%	0%	0%	0%	3%
Approximately 100%	0%	3%	3%	3%	9%
Total	34%	31%	19%	16%	100%

IT Access Available at Home

Do management employees have intranet/portal access at home? (n=31)

Company Revenues	Yes	No	Considering	Total
Under \$350 million	19%	13%	3%	35%
\$350 - \$999 million	6%	23%	0%	29%
\$1 - \$2 billion	16%	3%	0%	19%
Over \$2 billion	3%	10%	3%	16%
Total	45%	48%	6%	100%



Do non-management employees have intranet/portal access at home? (n=32)

Company Revenues	Yes	No	Considering	Total
Under \$350 million	6%	25%	3%	34%
\$350 - \$999 million	3%	28%	0%	31%
\$1 - \$2 billion	9%	9%	0%	19%
Over \$2 billion	3%	13%	0%	16%
Total	22%	75%	3%	100%



Web-Enabling/Outsourcing Priorities

Compared to other Human Resource investments in your organization, where does web-enabling HR rank? (n=34)

Company Revenues	Low Priority	Moderate Priority	High priority	Total
Under \$350 million	21%	15%	0%	35%
\$350 - \$999 million	12%	12%	9%	32%
\$1 - \$2 billion	6%	6%	6%	18%
Over \$2 billion	0%	12%	3%	15%
Total	38%	44%	18%	100%



Compared to other Human Resource investments in your organization, where does outsourcing HR processes rank? (n=34)

Company Revenues	Low Priority	Moderate Priority	High priority	Total
Under \$350 million	29%	6%	0%	35%
\$350 - \$999 million	18%	12%	3%	32%
\$1 - \$2 billion	15%	0%	3%	18%
Over \$2 billion	15%	0%	0%	15%
Total	76%	18%	6%	100%



Pay Cards

Does your organization currently make use of "pay cards", which provides an employee with a debit card in lieu of a bank check? (n=32)

Answer	Yes	No	Considering	Total
Under \$350 million	6%	16%	13%	34%
\$350 - \$999 million	0%	22%	9%	31%
\$1 - \$2 billion	0%	13%	6%	19%
Over \$2 billion	9%	6%	0%	16%
Total	16%	56%	28%	100%

