

TOMORROW'S
PEOPLE

WHITE PAPER · 2024

Developing an HR Technology Roadmap.

A practical guide to planning how you will use technology to achieve your HR vision, align with business objectives, and improve the employee experience over time.

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An HR technology roadmap is not a nice-to-have. It is the difference between reactive spending and strategic investment.

Most organisations arrive at HR technology decisions reactively. A system fails, a contract expires, or a competitor does something that prompts a quick search. The result is a fragmented stack that no one fully owns and which costs far more to maintain than it should.

An HR technology roadmap changes that dynamic. It connects your HR technology decisions to your HR strategy and your business goals. It gives you a framework for prioritising investment, managing risk, and measuring outcomes. Roadmaps typically span two to three years and are updated annually.

KEY FINDINGS

- 01 A roadmap starts with your current state: every system, its cost, its users, and whether it is actually solving the problem it was bought to solve. Most organisations have never done this audit.

- 02 Clear HR objectives drive the roadmap. Without them, every vendor looks like a good fit because there is no filter to apply.

- 03 A roadmap is a living document, not a one-time deliverable. The HR tech landscape changes fast. Your roadmap should be reviewed and updated at least annually.

- 04 The operating model matters as much as the technology. The roadmap must address who owns the data, who manages the systems, and who is responsible for change management.



What is an HR technology roadmap?

An HR technology roadmap is your GPS for navigating the complex world of HR tech. It is a plan for how you will use technology to achieve your HR vision and people strategy.

But it is not just about the technology itself. It is also about the data processes and operating model needed to fully exploit the capabilities you are implementing. It is a strategic document that outlines the HR technology initiatives an organisation plans over time to increase operational efficiency, and how these align with the organisation's overall goals and objectives.

"In the ever-evolving landscape of HR technology, organisations often find themselves at crossroads, trying to navigate through the complex world of HR tech. That is where a roadmap changes everything."

JANE WARD · CEO, TOMORROW'S PEOPLE

A well-constructed roadmap does three things. First, it aligns your HR technology investments with your business strategy, making it far easier to build a business case. Second, it enables phased, managed change rather than reactive fire-fighting. Third, it keeps you future-focused, ensuring your HR tech strategy remains relevant as the landscape evolves.

Roadmaps typically cover a two to three year horizon. They are reviewed and updated annually, and each update is informed by what you have learned since the last one. The process of building the roadmap is as valuable as the document itself.



SECTION ONE

Building your roadmap: seven steps.

A complete seven-step process for building an HR technology roadmap that actually works, from audit to ongoing iteration.

01



01 Understand your current state.

Conduct an audit of every HR system in use: its functionality, its users, and its costs. For example, you might have an ATS for recruitment, a separate system for performance management, and another for payroll. Document all of them. This gives you a clear picture of what you have and what you are spending on it.

02 Identify your HR objectives.

Are you looking to optimise costs, enhance functionality, or improve employee experience? Your objectives will guide your roadmap, so it is important to be specific. Vague objectives produce vague roadmaps. Your objectives might include improving the employee experience, streamlining HR processes, or enhancing data quality.

03 Build a preliminary business case.

Analyse the potential return on investment of different HR technology initiatives. Implementing a new HRIS involves upfront costs, but improved efficiency and data accuracy often deliver significant savings over time. Consider the potential risks and how you would mitigate them.

04 Keep an eye on the HR technology landscape.

Stay up to date with the latest HR tech trends and innovations. AI and machine learning are becoming increasingly prevalent, offering opportunities for improved efficiency and personalised employee experiences. Your roadmap needs to account for how these trends could impact your plans.



Building your roadmap: steps 5 to 7.

05 Design your solutions.

Once you understand your current state, objectives, and the landscape, design your solutions. Consider what your employees actually need. Employees are human, not just system users. You might, for example, design a solution that includes mobile access to HR services, recognising that many employees prefer to engage via their smartphones.

06 Roll out a detailed plan.

Implement in phases so the organisation can continue to function normally during the transition. Each phase should have clear objectives, timelines, and responsible parties. You might start with a new Core HR system, then follow with a performance management tool. Roadmaps typically span two to three years.

07 Iterate and repeat.

Once your HR transformation is in place, set up periodic reviews to ensure it remains on track. Collect feedback from employees. Most modern systems release new functionality constantly, and it is important to keep up to date. HR transformation is not a project with an end date. It is an ongoing practice.

"With a solid HR technology roadmap, you can navigate the complex world of HR tech with confidence, ensuring that your HR technology strategy supports your business goals and enhances the employee experience."

JANE WARD · CEO, TOMORROW'S PEOPLE

Our recommendations.

A roadmap is only useful if it reflects your actual situation honestly. These are not universal rules. They are patterns we have seen work, consistently.

01 Start with the audit, not the wishlist.

Before designing future state, document every system you run today. You will almost certainly find redundancies, gaps, and costs that nobody is tracking. This is your baseline.

02 Connect objectives to business language.

HR objectives expressed in HR language rarely survive the business case process. Frame your roadmap in terms the executive team recognises: time saved, risk reduced, ability to scale. That is how you get the investment.

03 Phase the work over two to three years.

Organisations that try to transform everything at once typically end up with nothing working well. A phased plan gives you milestones, momentum, and the ability to learn from each stage before committing to the next.

04 Review the roadmap every year, not every three.

The HR tech landscape changes fast. Vendors update their products, new entrants arrive, and your own business context shifts. A roadmap that is not reviewed annually becomes a document nobody follows.

Our HR Technology Roadmap package.

Our team conducts a comprehensive analysis to identify areas that require improvement and suggest actionable recommendations to help you align your HR infrastructure with your strategic objectives.

Navigate

Our team helps you navigate the vast array of HR tech options available and develop a plan that suits your business needs.

Implement

An experienced team of project managers and consultants supports you through the implementation process, reducing the resourcing demands on your staff.

Support

Our dedicated support desk manages your day-to-day HR system administration, so you don't fall behind on constant release management.

Integrate

We create and host seamless integrations between your payroll and HR systems, eliminating manual data entry and saving your team valuable time.

To find out more about our HR Technology Roadmap package or any of our services, contact us at info@tomorrowpeople.co.nz or visit www.tomorrowpeople.co.nz



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ABOUT TOMORROW'S PEOPLE

New Zealand's first specialist HR technology consultancy. Founded 2017. Vendor-neutral, human-centric, and a little done with the nonsense.

We help mid-market HR and operations leaders choose and implement the right HR technology. Vendor-neutral advice, partner-level delivery, and strategic advisory through to implementation and optimisation.

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ABOUT THE AUTHOR

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