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Maximizing Human Potential

HR Decision-Making in Small to Mid-Sized Businesses

How SMBs are managing the HR function

MAY 2024

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CONTENTS

Executive Summary

About the Survey

HR.com's "HR Decision-making in Small to Mid-sized Businesses" survey ran from October 2023 to January 2024. We received responses from 232 HR professionals in virtually every industry vertical in the United States.

For the purpose of this report, we only included responses from participants representing small and mid-sized businesses under 499 employees. Small businesses (1-249) represent 84% of respondents and mid-sized businesses (250 to 499) represent 16% of the participants' responses.

For this report, the HR Research Institute, powered by HR.com, partnered with UKG, a leading provider of HR, payroll, workforce management, and culture solutions.

SMB HR Needs to Up Its Game

Over half of today's small to mid-sized businesses (SMBs) have concerns about critical functional areas such as hiring, retention, and culture, according with new research from the HR Research Institute in partnership with UKG, one of the world's leading providers of HR and payroll solutions.

Why are so many struggling? We believe one key reason is that only about a quarter use truly strategic HR technologies. Moreover, only a little over a third deem their HR departments as highly sophisticated and effective.

In this study, we show how SMBs may be able to improve their HR performance by adopting potential best practices and more strategic HR approaches.

The following are some key findings from our study.

Our Major Research Findings

Major Finding 1

Almost two-thirds of respondents cite recruitment, selection, and onboarding as the top areas of focus for their HR teams.

- While 64% say recruitment, selection, and onboarding are key focus areas, over half are also focused on the foundations of HR – benefits, HR administration, employee records, and employee relations.
- Of primary concern today is the retention of key talent (60%), creating a supportive employee culture (58%), and hiring qualified employees (56%).
- HR leader organizations (see sidebar) prioritize manager skills and quality hiring more than their laggard counterparts do. In contrast, laggard, organizations are still more focused on fundamentals, such as complying with employment laws.

HR leader organizations
are respondents who indicated their HR-related operations are high in maturity.

HR laggard organizations
are respondents who indicated their HR-related operations are lower in maturity.

Major Finding 2

Most organizations are using HR technology tools at only a basic or intermediate level.

- In terms of HR technology usage, only 27% are at the strategic or advanced levels, whereas 36% are only at the foundational level or use virtually no HR technology at all.
- HR leader organizations are considerably more likely than HR laggard organizations to be at the strategic and advanced levels of HR technology usage.
- The most commonly used HR technologies today are time and attendance systems, remote work and collaboration tools, performance management systems, and payroll software.
- HR leader organizations are considerably more likely to already be using a variety of HR technologies, including but not limited to:
  - onboarding systems (71% for leaders versus 51% for laggards)
  - employee self-service portals (82% versus 63%)
  - HR information systems (78% versus 58%)
  - benefits administration (80% versus 60%)
  - applicant tracking systems (64% versus 50%)
- The technologies that respondents are most likely to say they'll need in the future are learning management systems, communication and employee engagement tools, performance management systems, onboarding systems and applicant tracking systems.

Major Finding 3

Most survey respondents report that their HR operations are only moderately mature at best.

- Only 37% of survey respondents feel their organization is high or very high in terms of HR maturity, which refers to the level of development, sophistication, and effectiveness of the HR operation.
- The remaining responding HR professionals say their HR-related operations are only moderately mature or worse.

Major Finding 4

Organizational leaders prioritize compensation and benefits data the most.

- About two-thirds of HR professionals at SMBs say that organizational leaders request compensation and benefits data from them; this is the only request cited by over half of respondents.
- However, there are two other areas where organizational leaders are fairly likely to request data from HR: employee recruitment (48%) and performance (42%).
- Compared with leaders in organizations with less mature HR operations, leaders in organizations with more mature HR operations are considerably more likely to ask about employee learning and development as well as health and wellness.

Major Finding 5

SMB HR professionals are more likely to say they handle back-office tasks than tasks related to people strategy.

- Whereas 36% say their HR operations tend toward doing more back-office tasks, only 27% say their operations tend more toward strategic tasks related to business and employees.
- HR leader organizations are more likely than HR laggard organizations to be more strategic.

Major Finding 6

Retention and turnover are the most important key performance indicators (KPIs).

- The two most commonly tracked HR performance indicators are retention and turnover (55%) and employee engagement/ employee satisfaction (38%).
- However, a quarter of organizations say they don't track key HR performance indicators at all.

Major Finding **7**

The head of HR makes the sole decision about HR technology acquisition in very few organizations.

- In 58% of organizations, HR collaborates with one or more executives on major HR technology purchases.
- In 13% of organizations, the head of HR alone makes the decisions.

Major Finding **8**

Based on the data in this report, we make a variety of recommendations, such as:

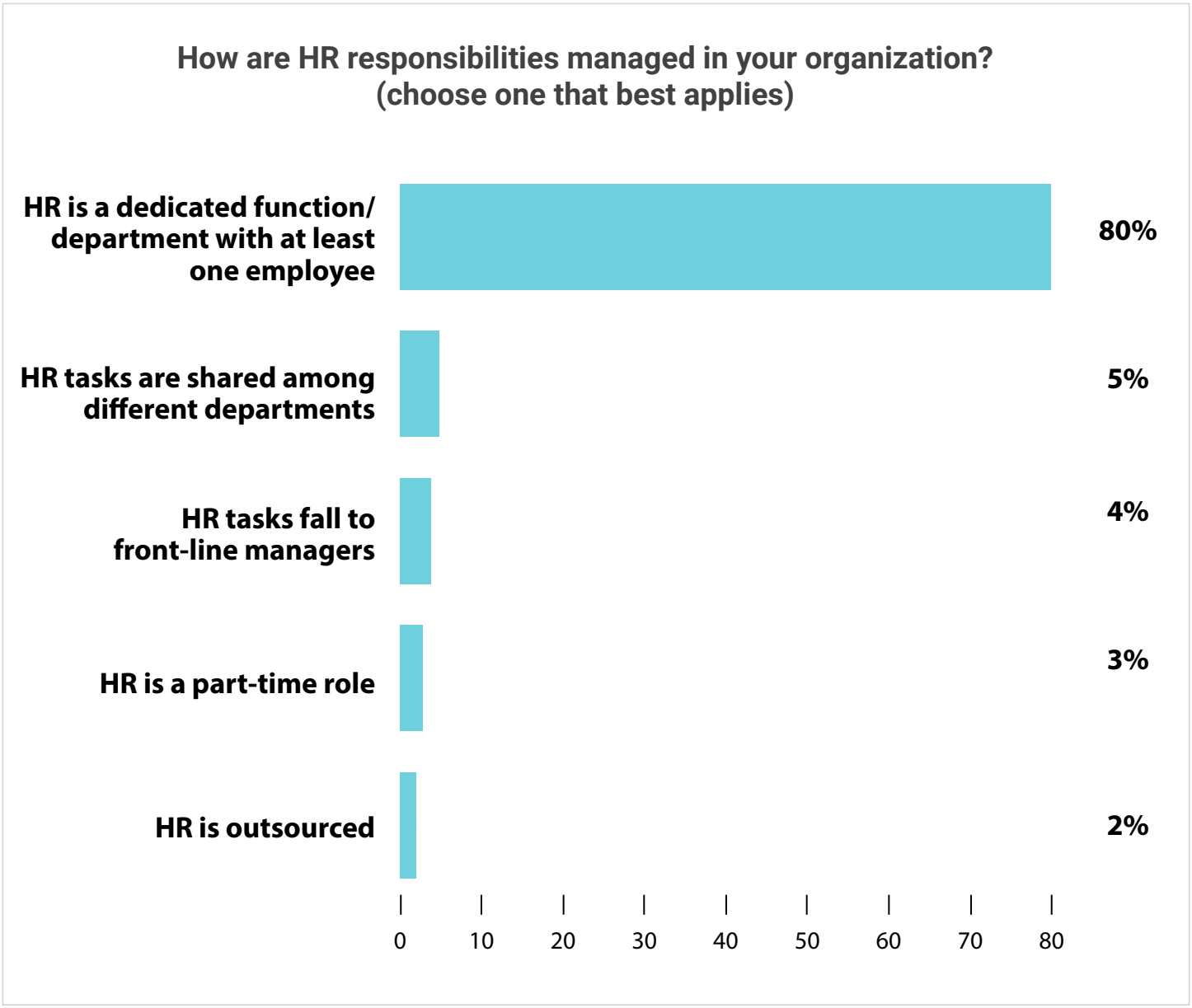
- Evaluate the degree to which HR operations are transactional versus strategic
- Strengthen HR's role in creating a supportive culture
- Explore and invest in HR technology to enable HR leaders to focus on organizational priorities
- Ensure your organization is developing employees by engaging them personally and professionally with learning and development opportunities

HR Priorities and Concerns

Finding: Eight in ten organizations have a dedicated HR department

To achieve anything in an organization, you must have people who carry the responsibility for getting specific tasks done. In HR, that means having dedicated staff whose role is to support employees, management, and the success of the company. Picture a 75-person team without HR support—quite a challenge, isn't it? That's the precarious position many SMBs find themselves in.

The good news is that 80% of the SMBs who completed this survey say they do have a dedicated HR function with at least one employee. However, 14% say they do not have a standalone HR person or team at all. These organizations might face challenges in getting HR-related tasks done on a daily basis.

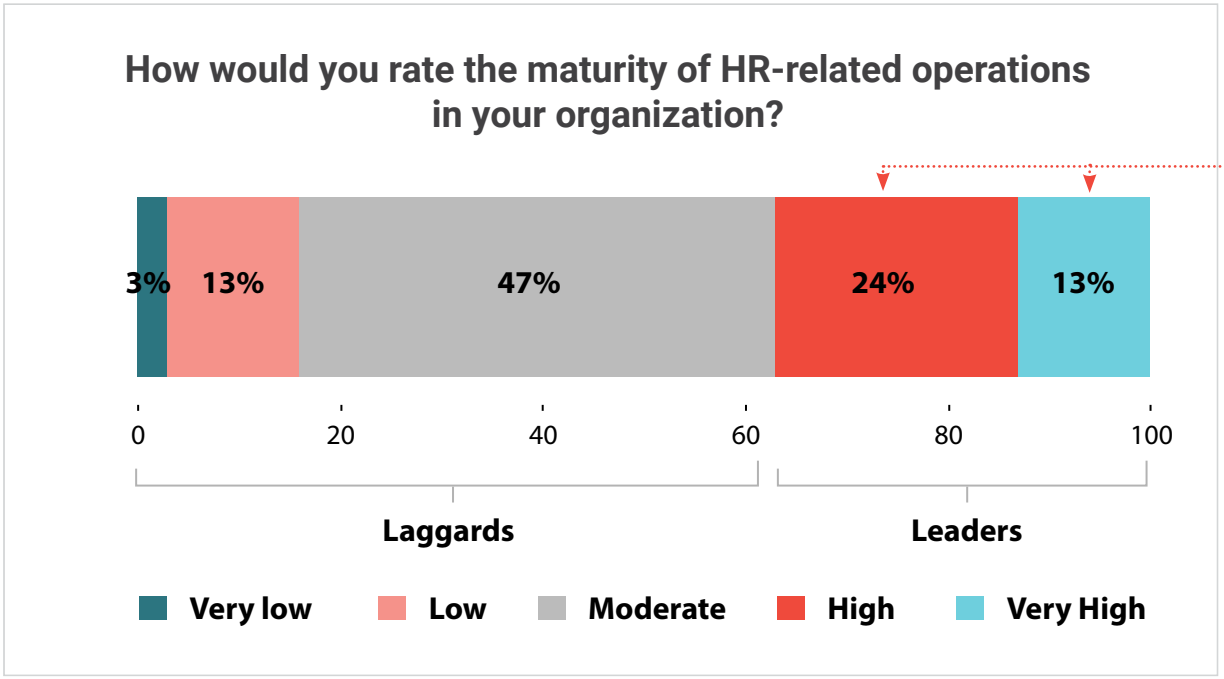


Editor's note – the respondents who chose "Others- write in" (6%) and mentioned options that were not on our list are not represented in this chart.

Finding: Most HR professionals in SMB organizations report their HR operations are only moderately mature at best

Survey participants rated the maturity of their HR organizations. In this context, maturity is defined as the level of development, sophistication, and effectiveness the HR operation has achieved, reflecting its capability, adherence to best practices, process optimization, and alignment with strategic goals.

The results show that only 37% feel their organization is high/very high in HR maturity. Almost half (47%) say their HR operations are only moderately mature, and 16% report that the maturity of their HR organization is low/very low.



37% of respondents rate their HR organizations as high/very high in maturity

Finding: "Recruitment, selection, and onboarding" are the top areas of focus for almost two-thirds of respondents

Finding and onboarding good people continues to be a major focus among HR professionals. When we asked HR professionals from SMB organizations which five aspects of HR are a focus for them, almost two-thirds (64%) cited recruitment, selection, and onboarding.

However, once employees have been hired and onboarded, HR must be prepared to meet their needs and expectations. Accordingly, over half say they are focused on benefits administration (55%), HR administration and employee records (52%), and employee relations (51%).

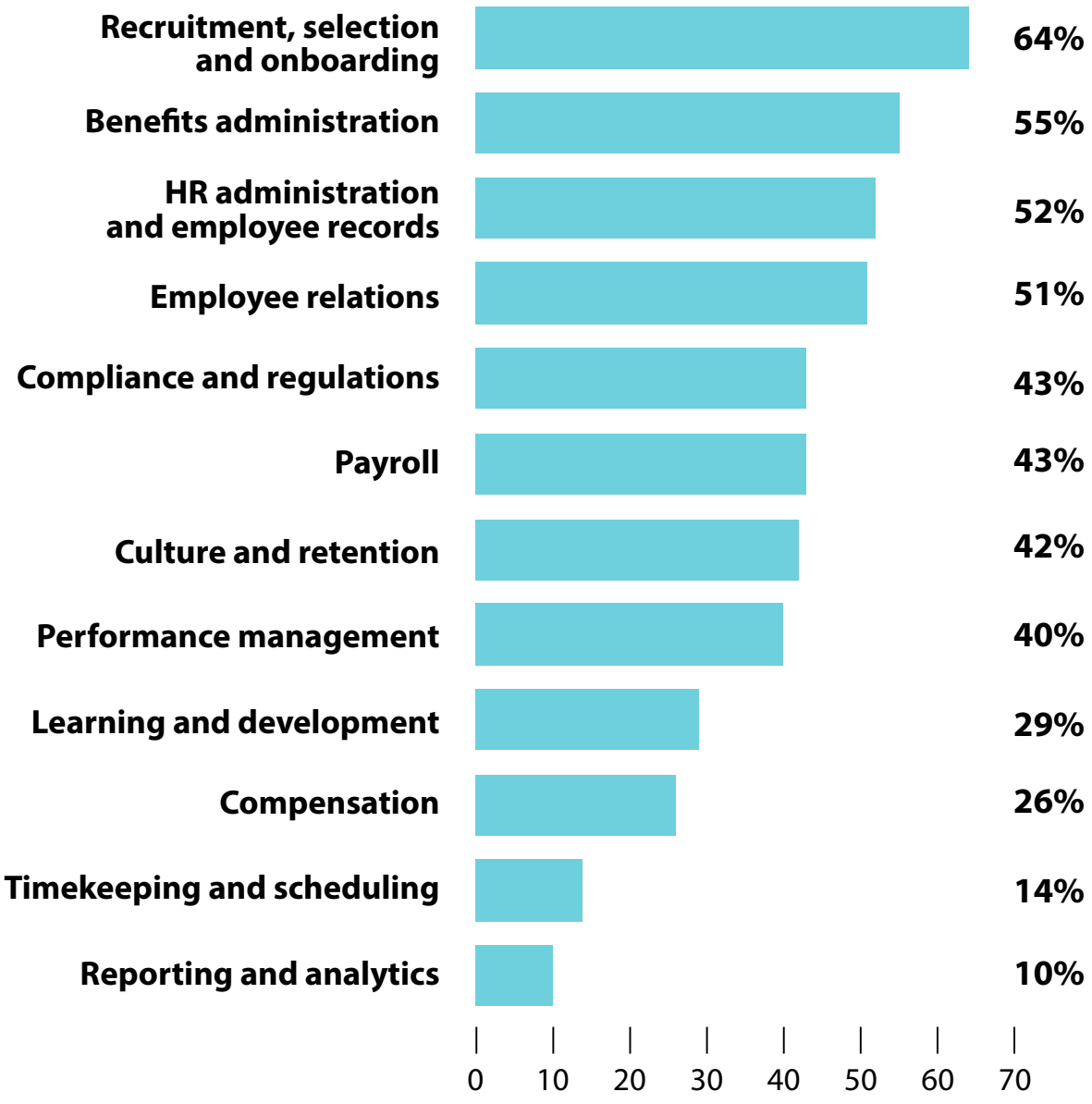
HR decision-making leaders and laggards

To better analyze the data from our survey on HR decision-making, we broke our respondents into groups or cohorts based on the previous question:

- **HR leader organizations** are respondents who indicated their HR-related operations are high or very high in maturity.
- **HR laggard organizations** are respondents who indicated their HR-related operations are moderate, low or very low in maturity.

Throughout this report, we will examine the data in a way that identifies correlations between various organizational factors and the perceived maturity of HR-related operations. Correlation does not prove causation, of course, but it may point our attention toward possible best practices and potential strategies.

Of the following areas, on which five is your HR team most focused? (select up to five)

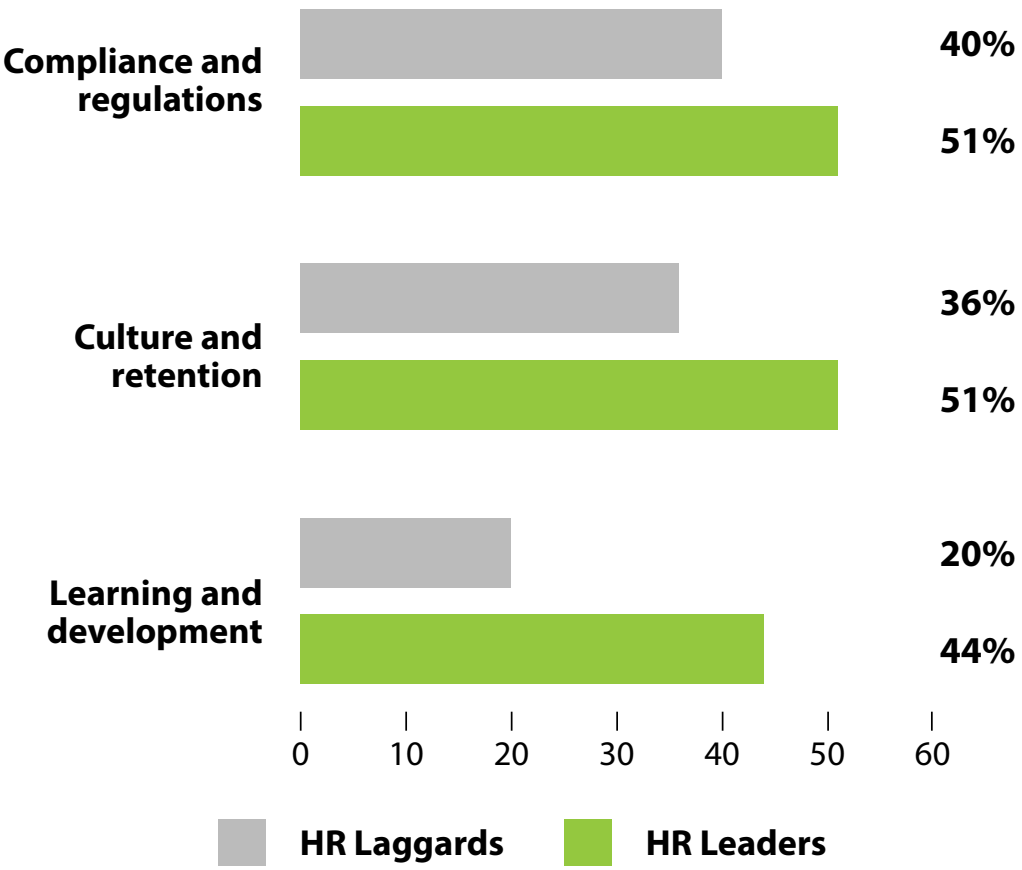


SMBs tend to be focused on the HR foundations – such as benefits, HRIS, employee relations, compliance, and payroll

Finding: HR leader organizations are much more likely to be focused on culture and retention

When we compare HR leader organizations to HR laggard organizations, some interesting differences appear. Leader organizations tend to be less focused on more transactional HR activities and more focused on issues such as culture and retention (51% vs. 36%) and learning and development (44% vs. 20%).

Of the following areas, on which five is your HR team most focused?

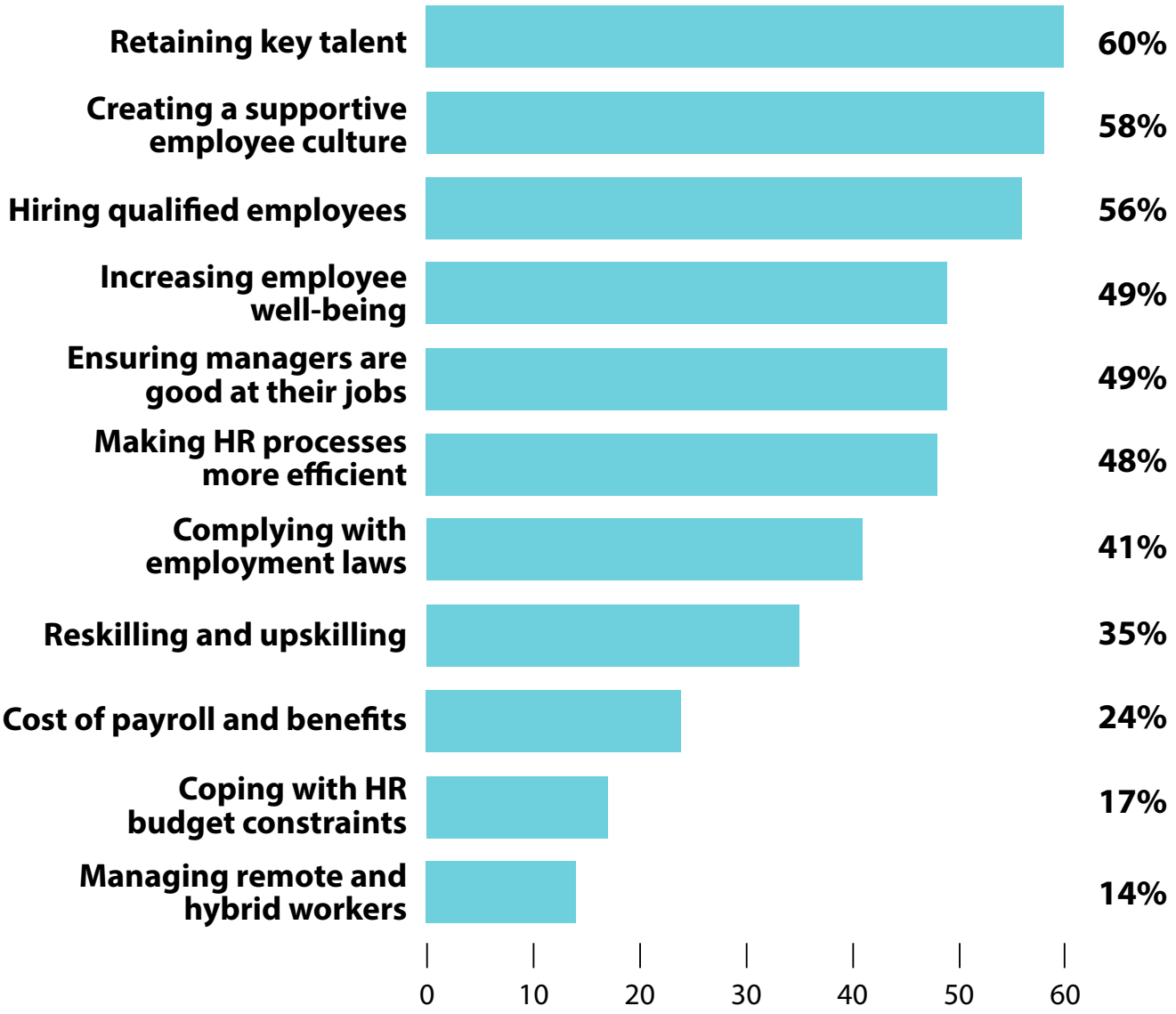


Finding: Six in ten respondents are most concerned about retaining key talent

When we asked which HR-related issues cause the most concern for them, the top four all focus on hiring and retaining employees. Over half say talent retention (60%), creating a supportive employee culture (58%), and hiring qualified employees (56%) are concerns for them. Almost half (49%) cite increasing employee well-being and ensuring managers are good at their jobs as concerns, too. These responses are in line with the pressures of a tight labor market, especially since SMBs have to compete with larger organizations that have more resources.

Surprisingly, only 35% cite reskilling and upskilling as a concern. This HR activity has gotten more attention over the past few years because one way to fill open positions and retain employees is to give them additional skills that keep them at the organization.

What five HR-related issues are you most concerned about these days? (select up to five)

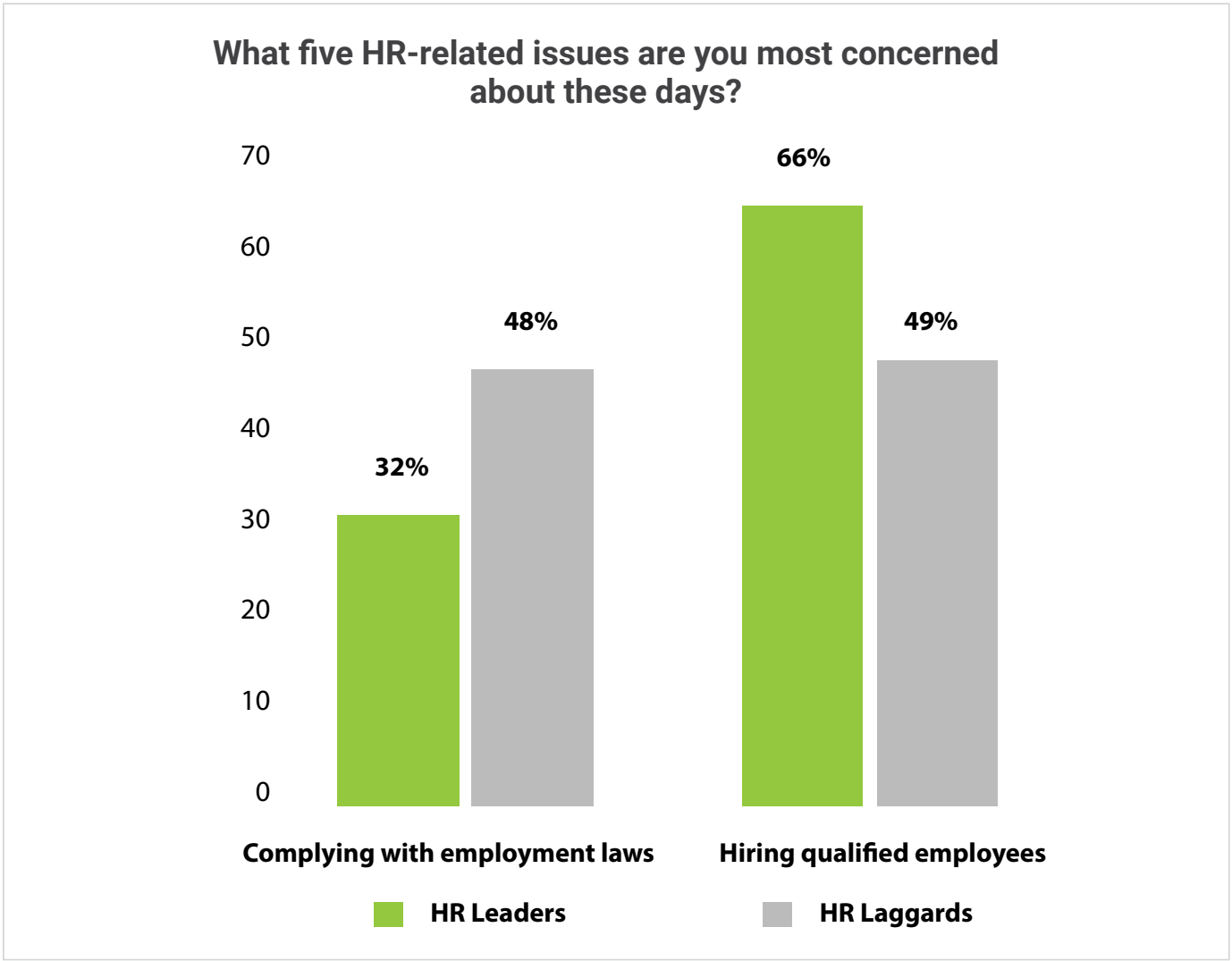


One of the top concerns is the struggle to create a more supportive corporate culture

Finding: Hiring qualified employees is a greater concern for HR leader organizations

HR leaders and laggards share similar concerns around retention, recruitment, culture, and supportive management but differ in emphasis. For example, HR leader organizations are more concerned than laggards about hiring qualified employees (66% vs. 49%).

On the flip side, HR laggard companies are considerably more likely to be concerned with complying with employment law. It seems likely that HR leaders have a stronger HR function and so worry less about HR basics such as employment law compliance.

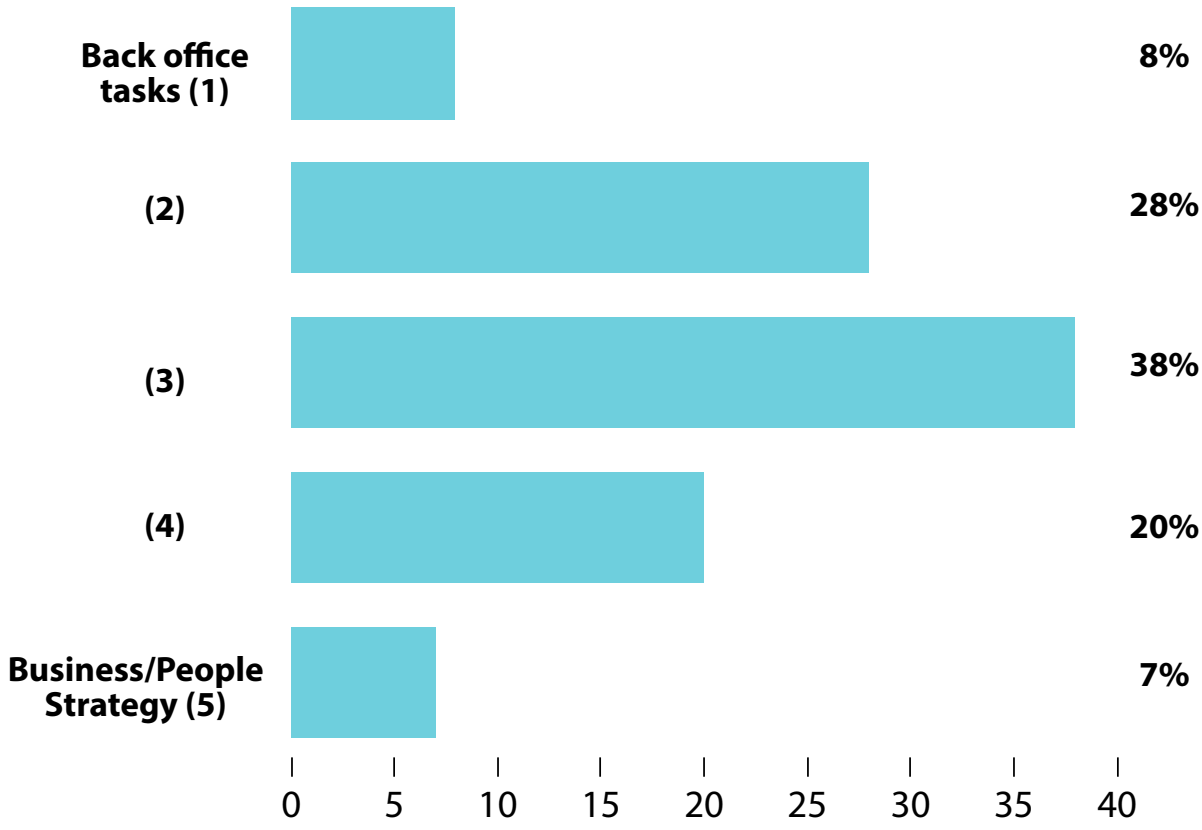


HR Automation and Employee Self-Service

Finding: SMB HR professionals are more likely to say they handle back-office tasks than tasks related to people strategy

Whereas 36% say their HR operations tend toward doing more back-office tasks, only 27% say their operations tend more toward strategic tasks related to business and employees. A plurality of HR professionals (38%), however, feel as if their firms are right in the middle of this continuum.

How much does your HR team focus on back-office tasks (such as managing employee records or processing forms) as opposed to helping guide business and people strategy (such as implementing a talent management focus)?

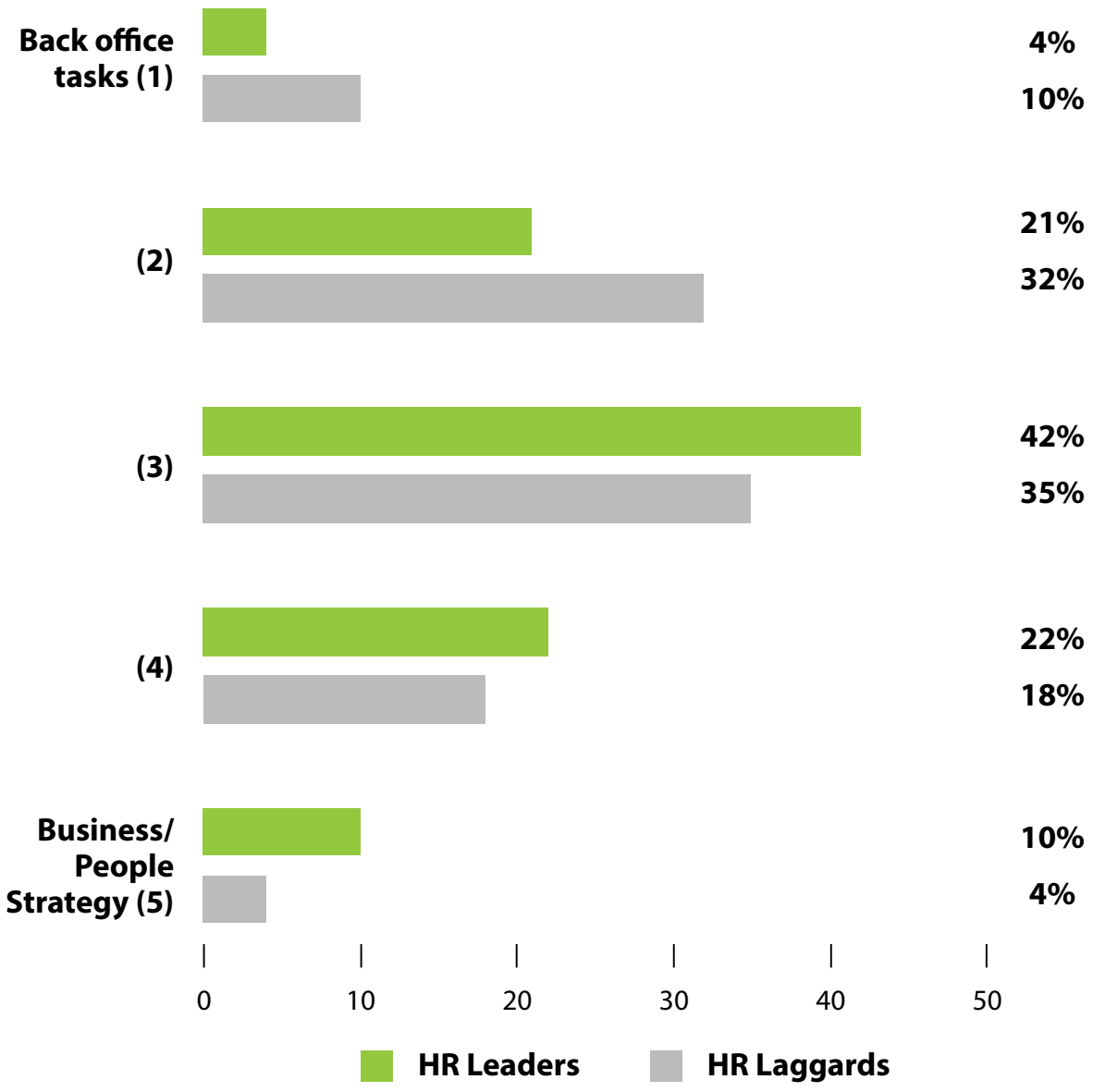


One-third (36%) of survey respondents feel their HR team is too focused on back-office tasks

Finding: HR laggard organizations are considerably more likely to focus on back-office tasks

When it comes to HR leaders and laggards, the latter tend to be more focused on back-office tasks (42%) than leaders (25%). This divide suggests that leader organizations may be leveraging more efficient systems and processes that allow them to shift their focus from administrative duties to strategic initiatives. By streamlining routine tasks, leaders can allocate more resources to talent development, organizational culture, and innovation—areas that offer competitive advantages and drive long-term success.

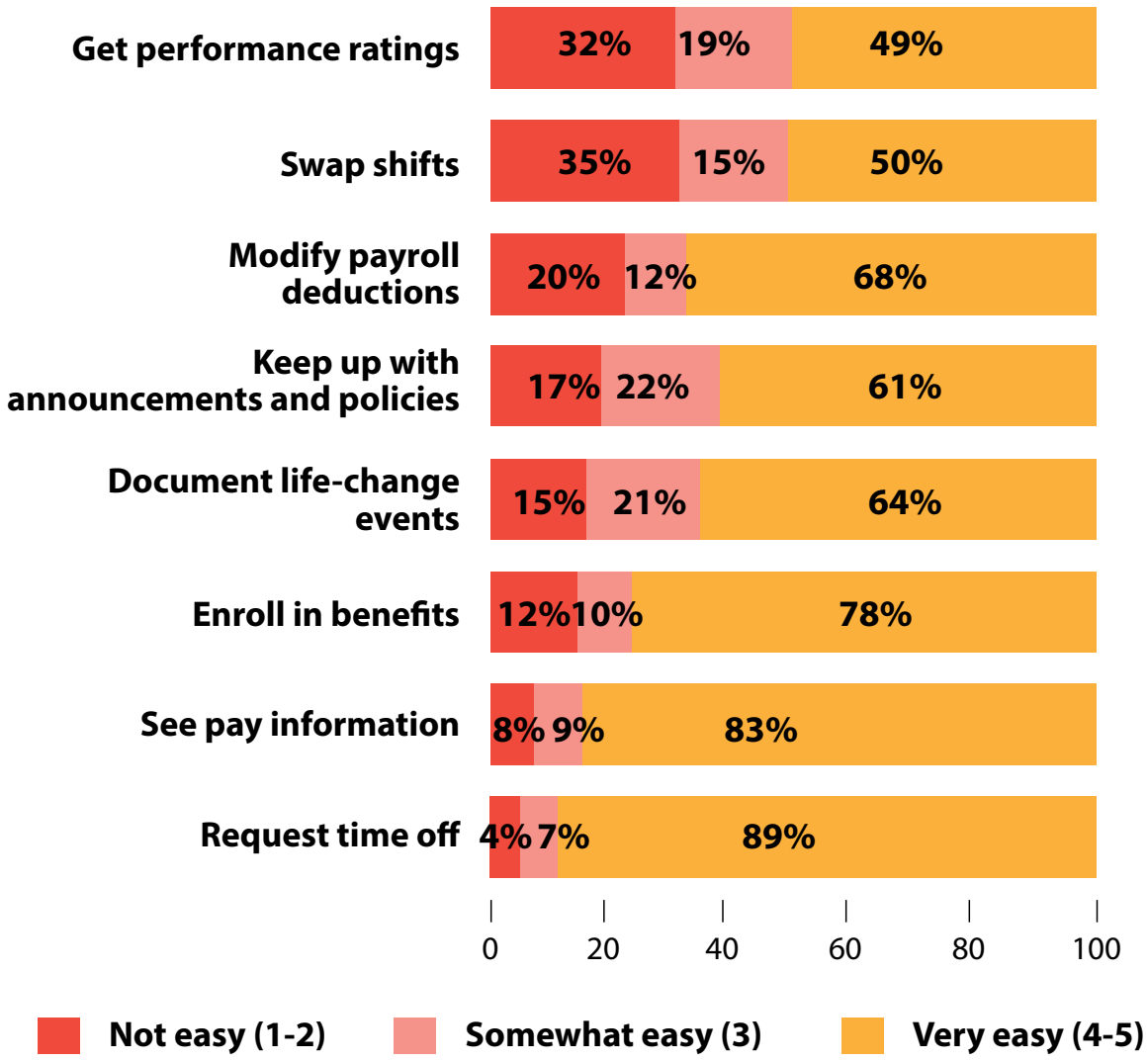
How much does your HR team focus on back-office tasks (such as managing employee records or processing forms) as opposed to helping guide business and people strategy (such as implementing a talent management focus)?



Finding: 37% of respondents say getting their performance ratings can be a challenge for employees

We asked respondents to rate various self-service activities from “not easy” (1) to “very easy” (5). Many say that getting performance ratings (32%) and swapping shifts (35%) are not easy for their employees. And, although about two-thirds say it’s easy for their employees to modify pay deductions (68%), document life-change events (64%), and keep up with announcements and policies (61%), there is room for improvement in all these areas.

On a scale of 1 to 5, how easy is it for employees to engage in the following self-service activities at your organization?

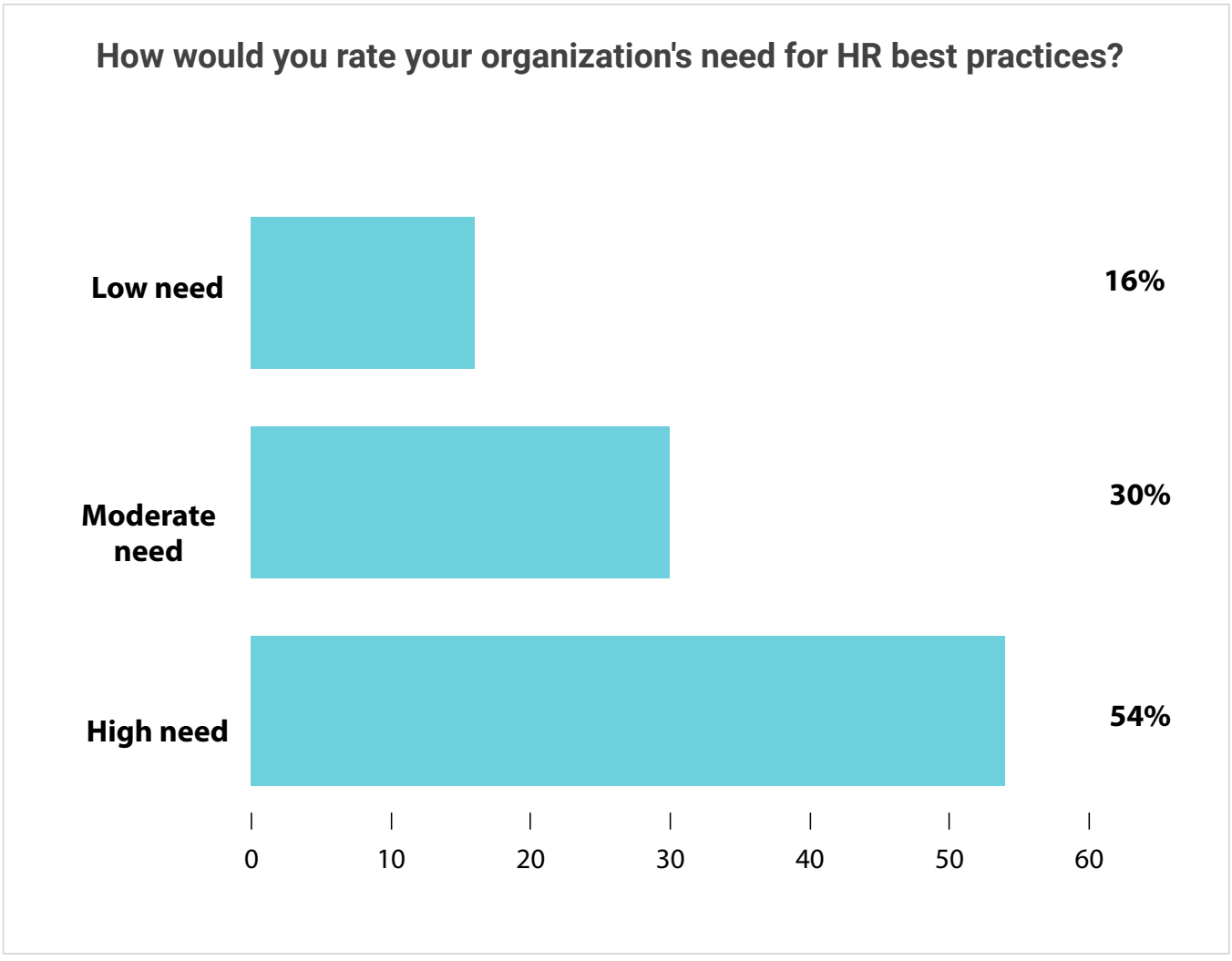


Editor's Note: Those responding "don't know" were removed from the data set, and then the percentages were recalculated. They represented 7% or less of the data except "swap shifts" at 34%.

HR-Related Policies and Decision-making

Finding: Most respondents agree they need HR best practices

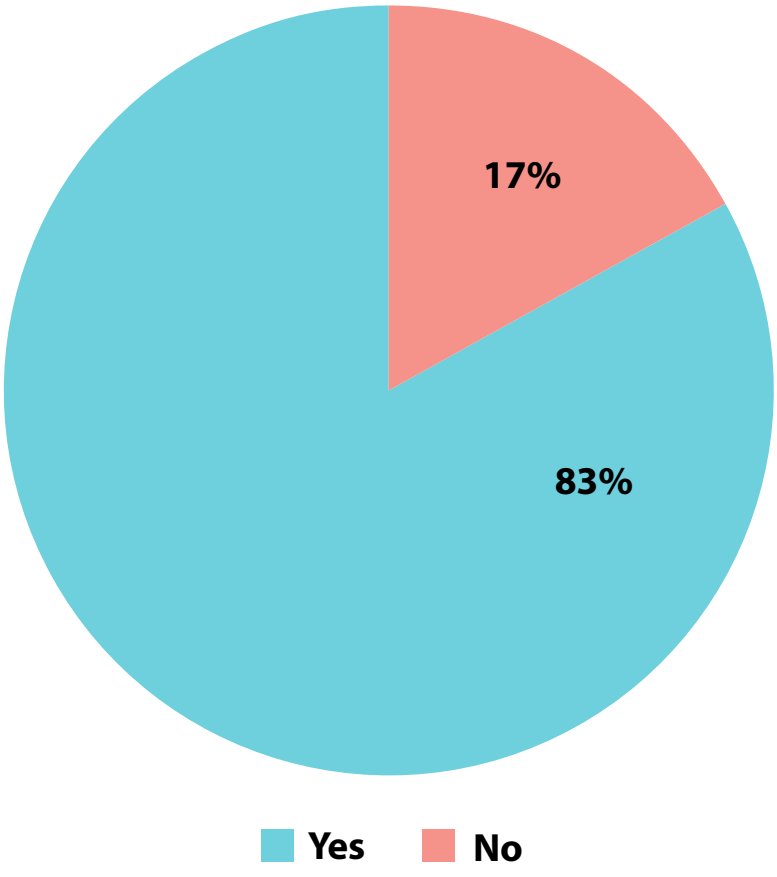
Best practices are viewed as a high need by a majority of HR professionals in SMB firms. In fact, the large majority (83%) of survey respondents say their organization has at least a moderate need to increase their use of HR best practices. A little over half (54%) say they have a high need.



Finding: Most survey participants say they will need to create new or revise existing policies over the next 12 months

In a rapidly evolving business milieu, eight in ten surveyed SMBs acknowledge the need to revise or create policies within the next year. In this, they recognize that agility in policy development is crucial for staying competitive as opposed to adhering to a status quo that is rapidly becoming outdated.

Do you think your HR department will need to create new or revise existing policies over the next 12 months?



Editor's Note: Those responding 'Don't know', representing 10% of respondents, were removed from the data set.

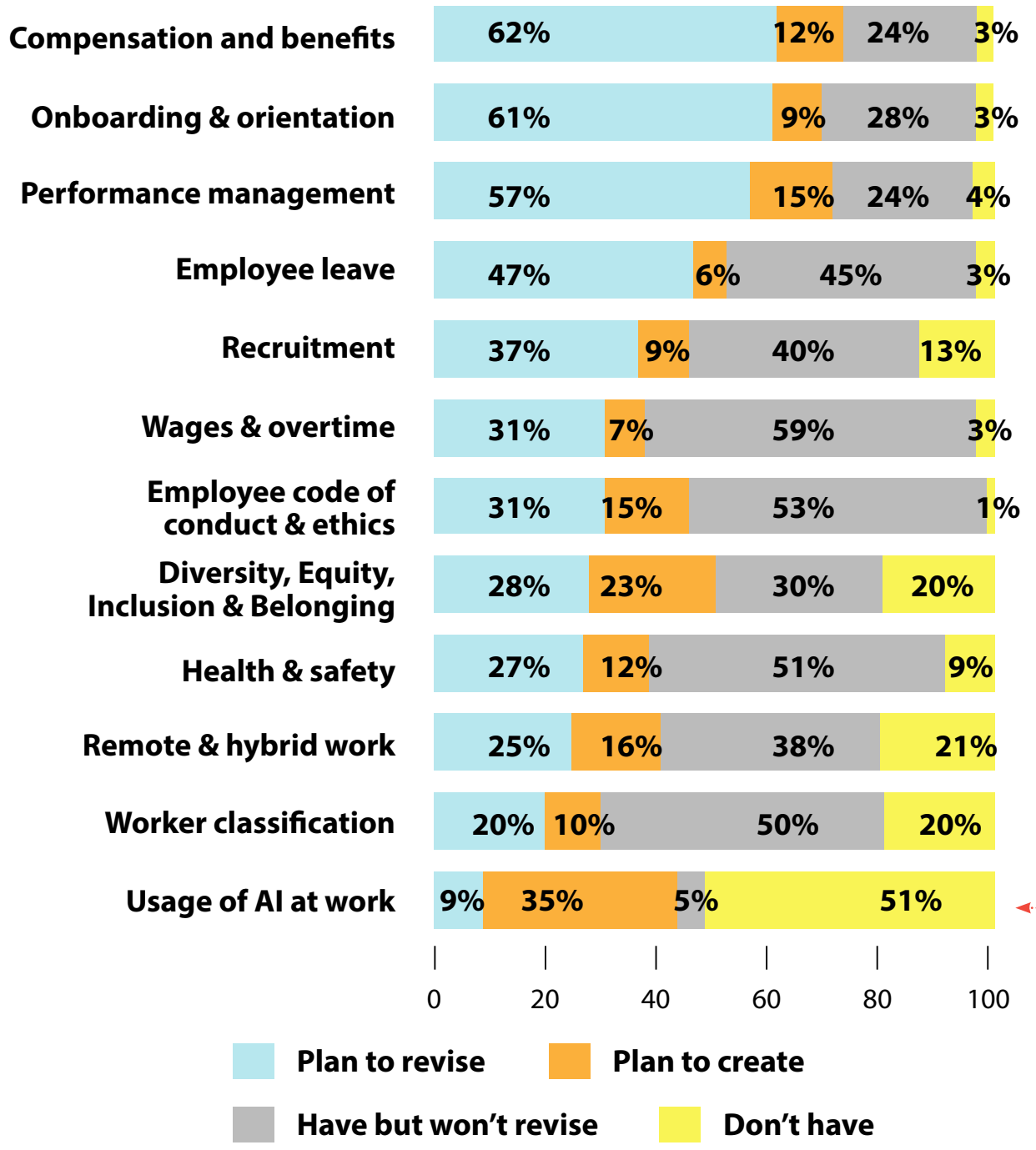
Finding: Participants say that policies concerning compensation and benefits, onboarding, and performance management will likely undergo revision this coming year

Roughly six in ten survey participants plan to *revise* their organization's policies concerning compensation and benefits (62%), onboarding/ orientation (61%), and performance management (57%).

Most respondents do not intend to *create* new policies in the coming 12 months, with one major exception – the use, of AI at work. Half (51%) do not yet have a policy about using AI at work but 35% say they will create it in the coming year.

Although many large organizations have focused on diversity, equity, inclusion, and belonging (DEIB) policies over the years, many SMBs are still playing catch-up. In this survey, 20% of respondents do not have DEIB policies, 28% say they plan to revise their DEIB policies and 30% say they have no plans to do so. When compared with other areas of policy, it's clear more work needs to be done in this important area among SMBs.

Which policies do you plan to revise or create over the coming year?



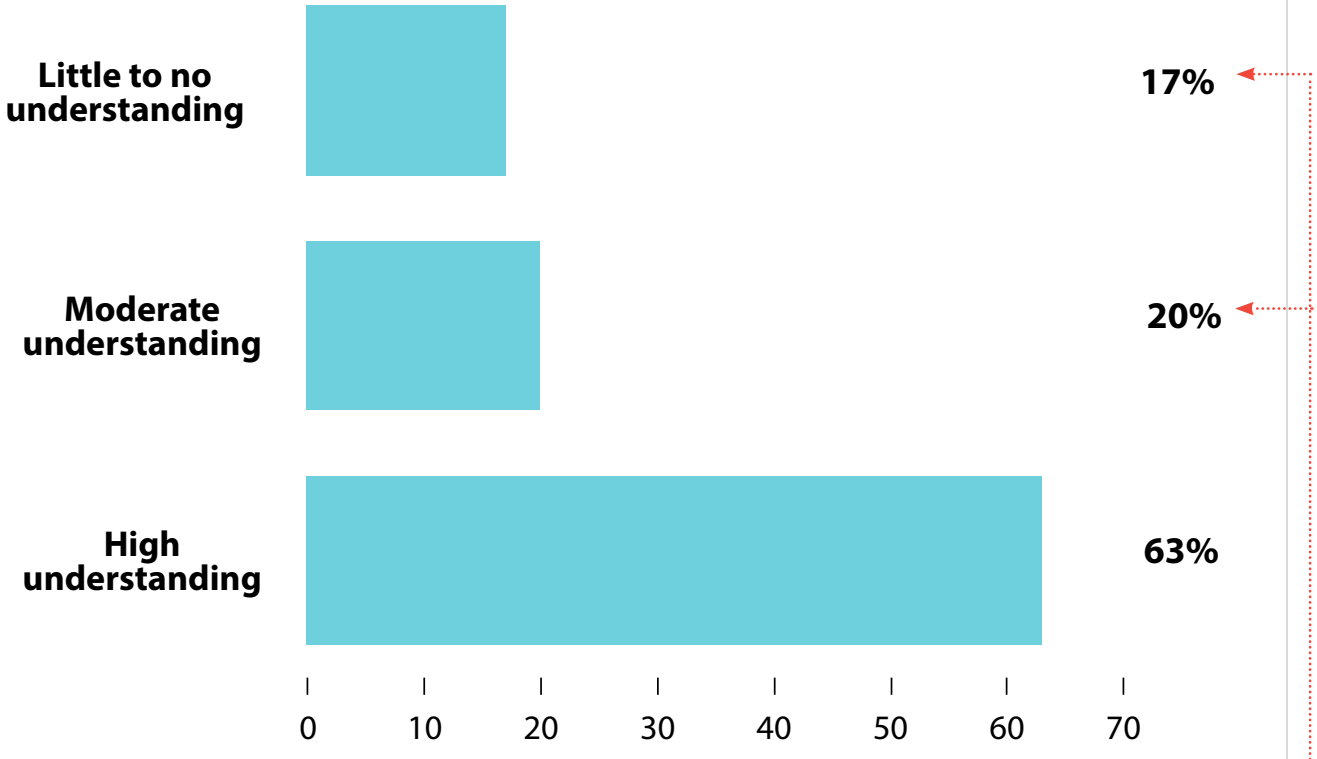
Editor's Note: Numbers may not add up to 100% due to rounding

Half of the respondents do not have a policy for the use of AI at work

Finding: A majority of SMBs (63%) clearly understand the steps they need to create/ revise policies

To make changes to policy, you've got to understand what's involved – such as conferring with legal counsel, stakeholders, etc. In this survey, most participants (63%) say they have a high understanding of the steps needed to create or revise HR-related policies. However, this still leaves a considerable group (37%) with only moderate or little understanding of this area.

Generally speaking, to what degree does your organization clearly understand the steps it needs to take to create/revise HR-related policies?

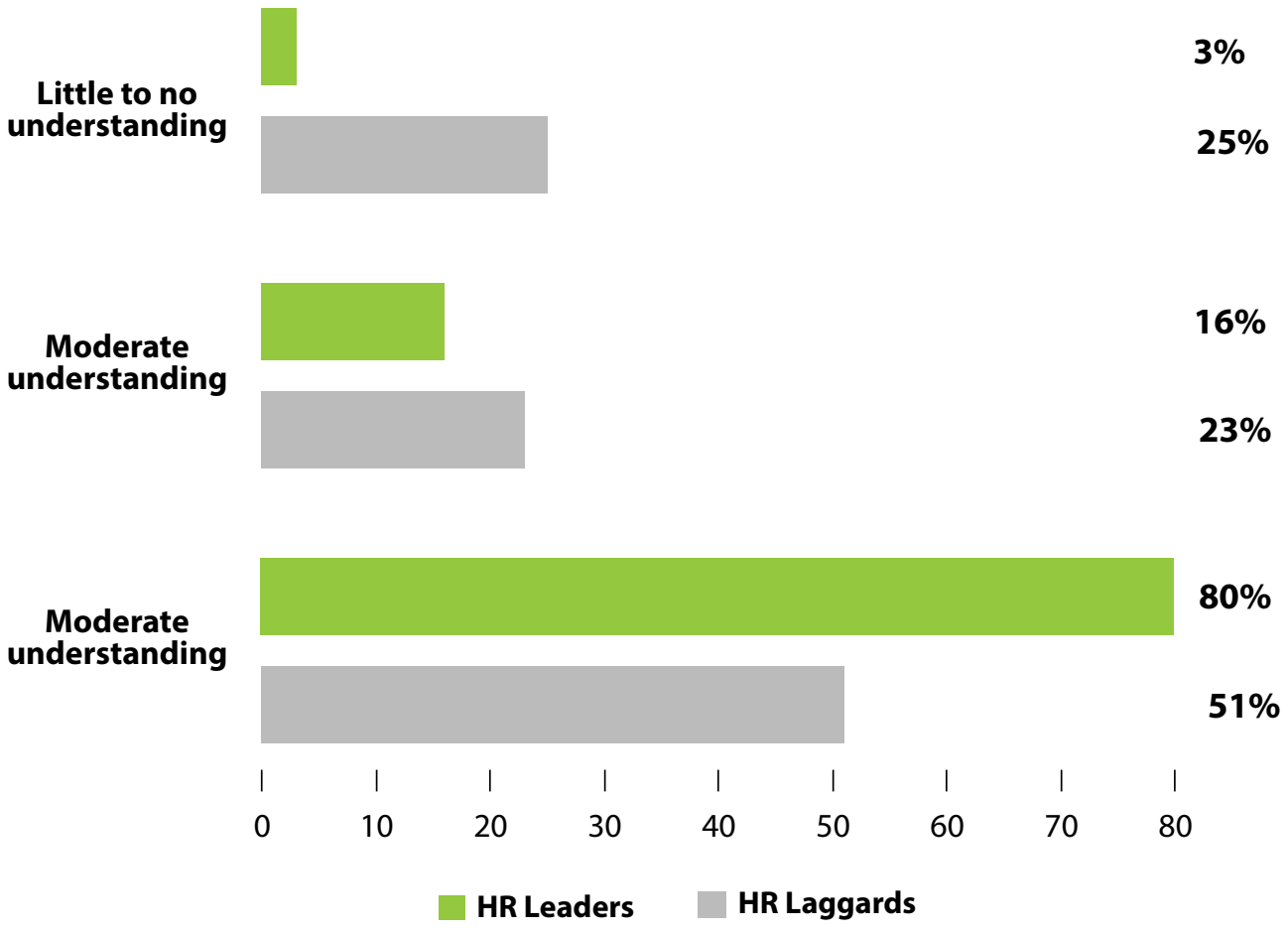


Over a third (37%) have little or only moderate understanding of how to create or revise policies

Finding: HR leader organizations are much more likely to clearly understand the steps they need to create/revise policies

When we look at HR leader and laggard organizations, one in four (25%) laggards say they have little to no understanding of how to handle changes to HR-related policies, compared with only 3% of HR leader organizations. This knowledge gap underscores the need for dedicated, experienced HR staff who understand organizational dynamics and how to build HR infrastructure.

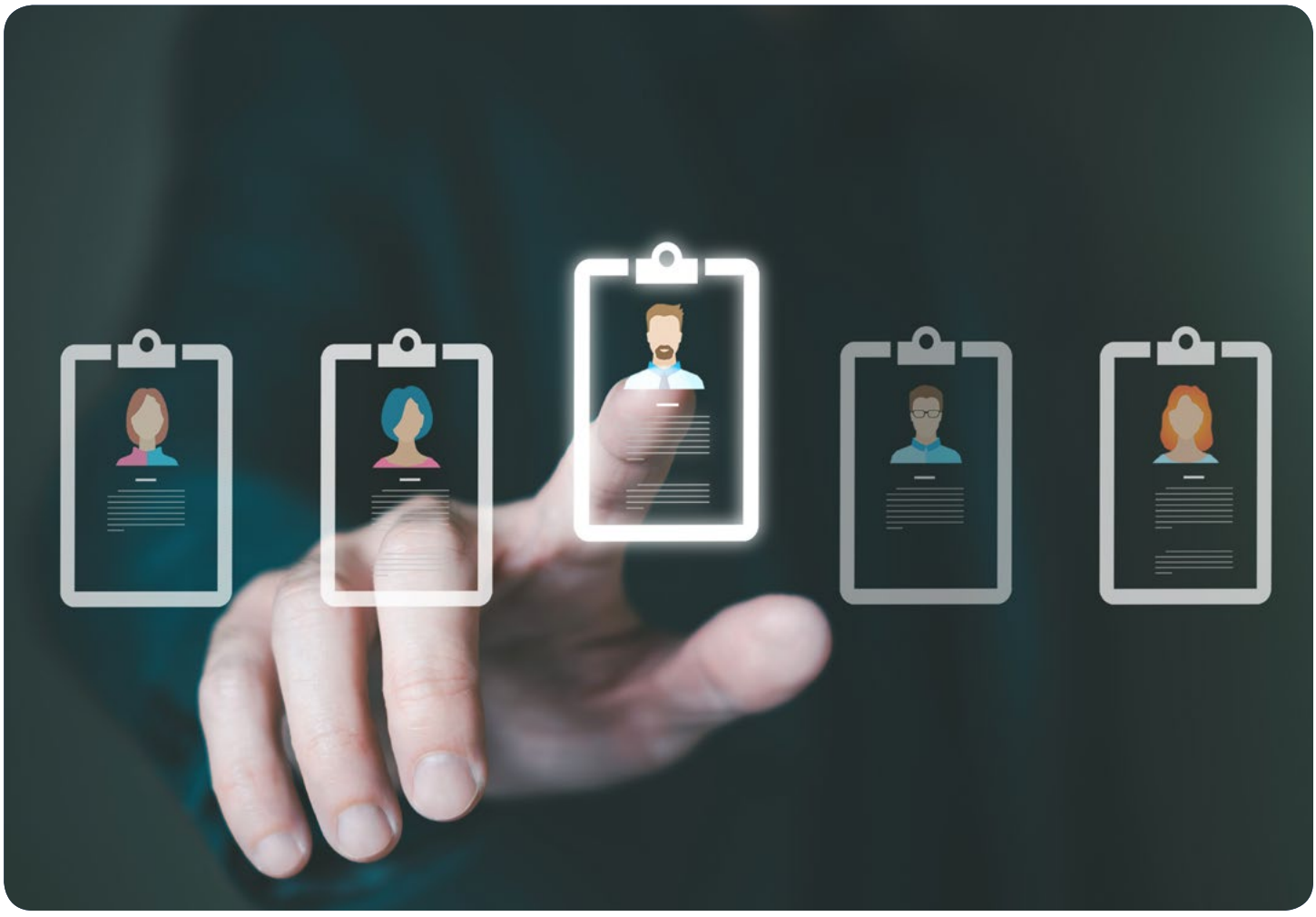
Generally speaking, to what degree does your organization clearly understand the steps it needs to take to create/revise HR-related policies?



Finding: HR is almost always involved in major HR policy decisions

In nearly half (48%) of respondent organizations, HR is involved in making major HR policy decisions either jointly with the CEO/COO or with the senior executive team. In other circumstances, HR makes policy decisions independently (11%) or while conferring with other professionals (13%) such as legal counsel.

We are, however, concerned to find that 24% of respondents say that HR is excluded from decision-making about HR policy in their organizations. In these companies, CEOs make the decision alone (18%), the senior executive team makes it without HR (5%), or a consultant makes it (1%).

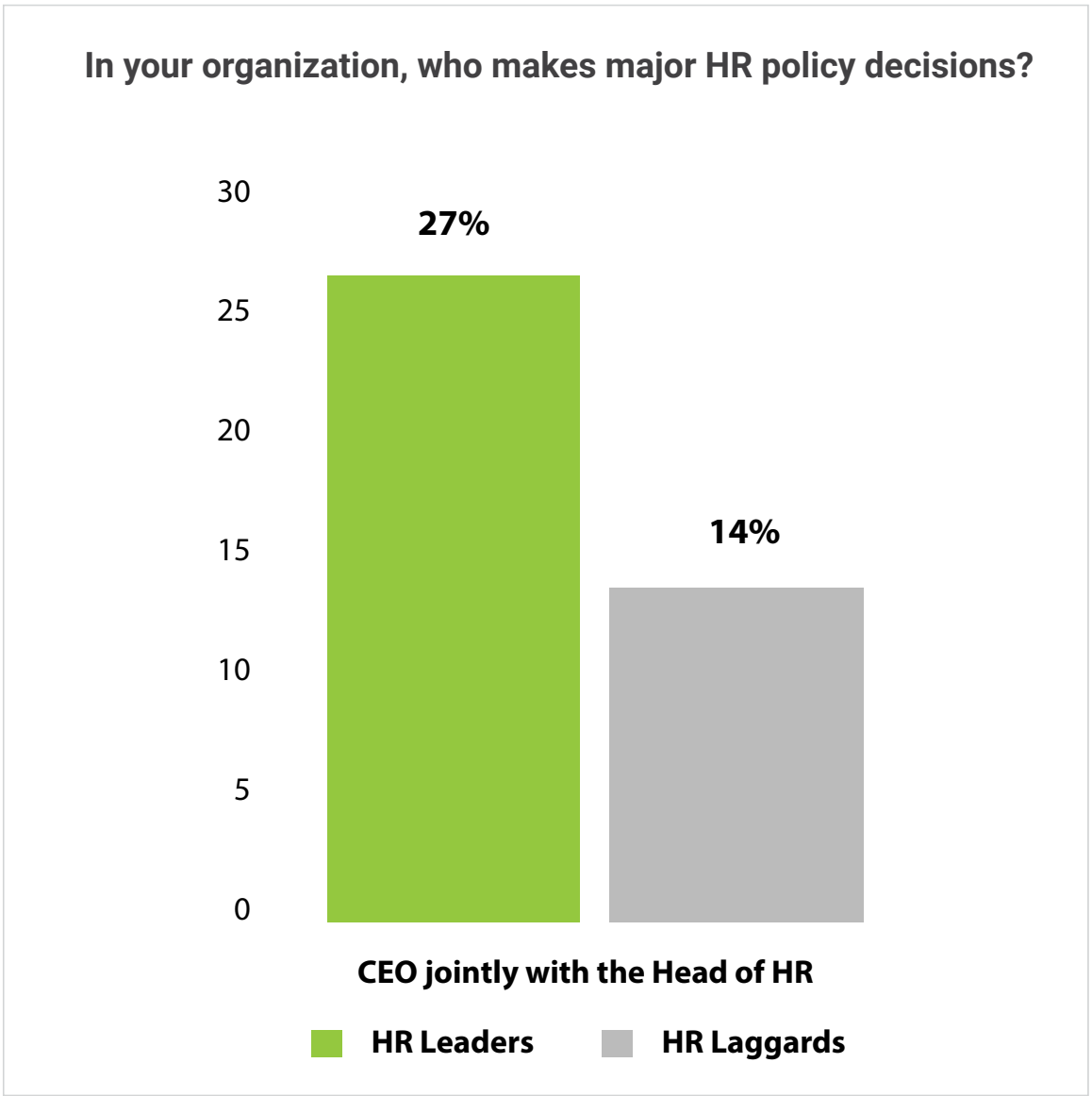


In your organization, who makes major HR policy decisions? (select one that best applies)

In almost a quarter (24%) of SMBs, major HR policy decisions exclude HR professionals

Finding: HR leader organizations are more than two times as likely to say the head of HR works jointly with the CEO/COO

When comparing HR leader and laggard organizations, we see some differences in how involved HR is in these major policy decisions. For example, 27% of HR leader organizations say that the head of HR works jointly with the CEO, compared with only 14% of laggard organizations.



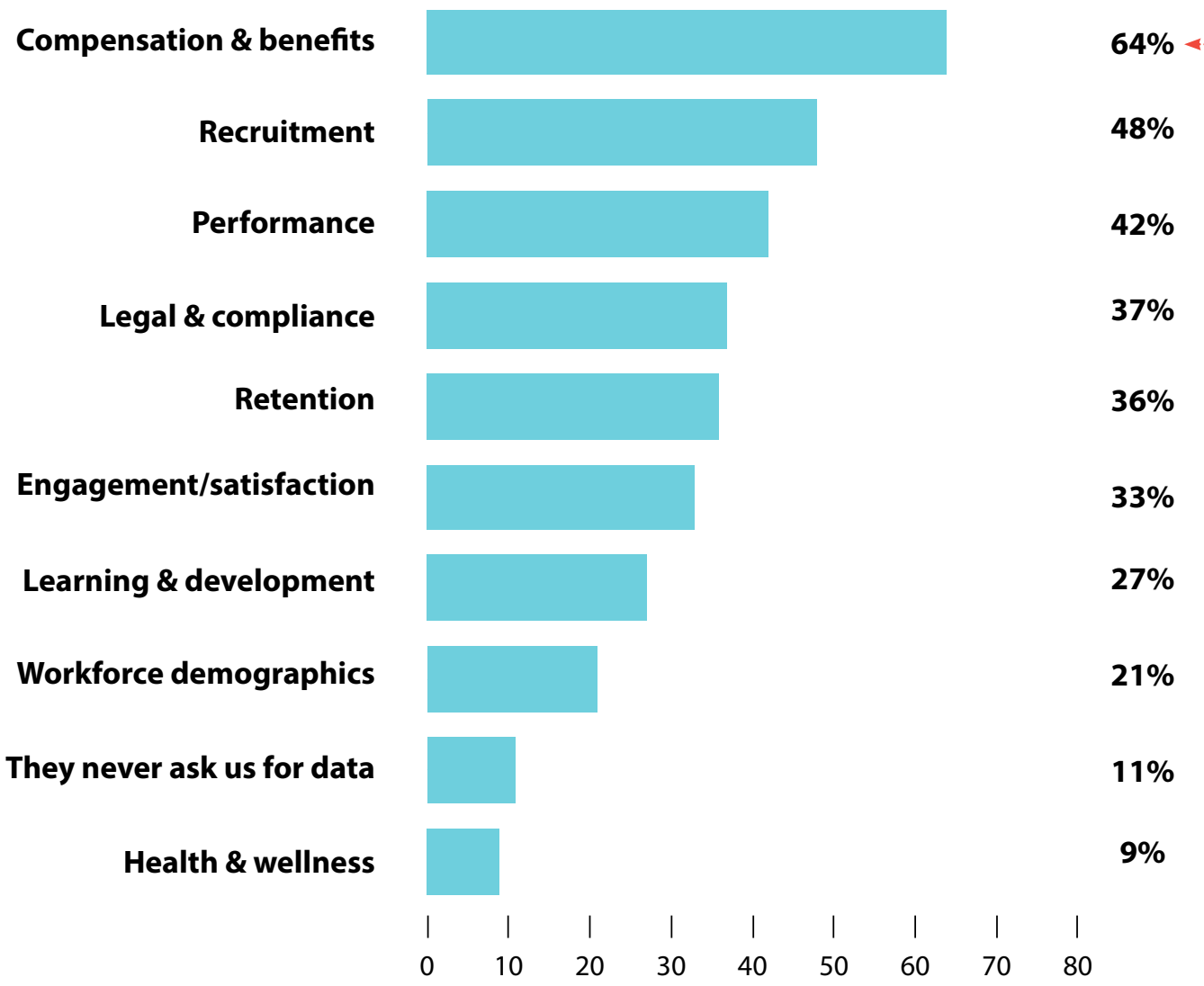
Finding: Senior leaders are most likely to request compensation and benefits data from HR

Organizational leaders are, of course, concerned about the corporate bottom line, and labor costs often represent one of the highest business costs.

So, it makes sense that compensation and benefits data are most often requested from HR professionals. Senior leaders need such data to manage the business successfully.

However, there are two other areas where organizational leaders are fairly likely to request data from HR: employee recruitment (48%) and performance (42%). Recruitment affects compensation and benefits, of course, but can also be critical to sustaining organizational performance. And, indeed, performance is the third most often mentioned type of data sought. Without good employee performance, no business can be successful.

Which kinds of HR-related data do organizational leaders most often request from HR? (select all that apply)



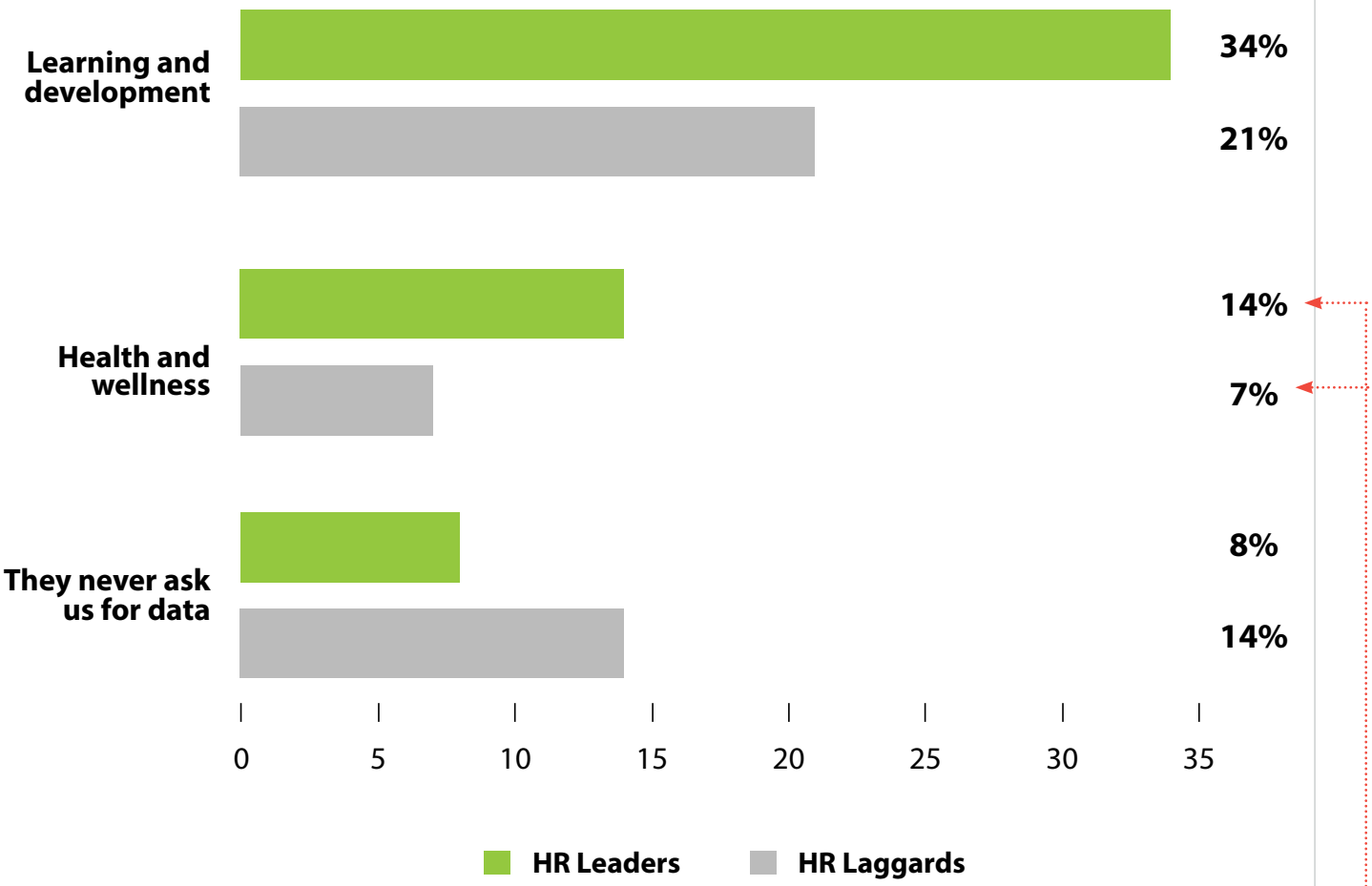
Editor's Note: Those responding "don't know" were removed from the data set. They represented 3% of respondents.

In three in five responding organizations, leaders ask HR for compensation and benefits data

Finding: More mature HR operations are more likely to provide senior leaders with learning and development data

HR professionals in less mature HR operations are less likely to be asked for any kind of HR data from the leaders in the organization. Those in more mature HR operations are considerably more likely to say their leaders are asking them for data on employee learning and development, and their leaders are twice as likely to ask for health and wellness information.

Which kinds of HR-related data do organizational leaders most often request from HR?



Editor's Note: Those responding "don't know" were removed from the data set. They represented 3% of leaders and 4% of laggards.

Leaders in organizations with more mature HR operations are twice as likely to request health and wellness data

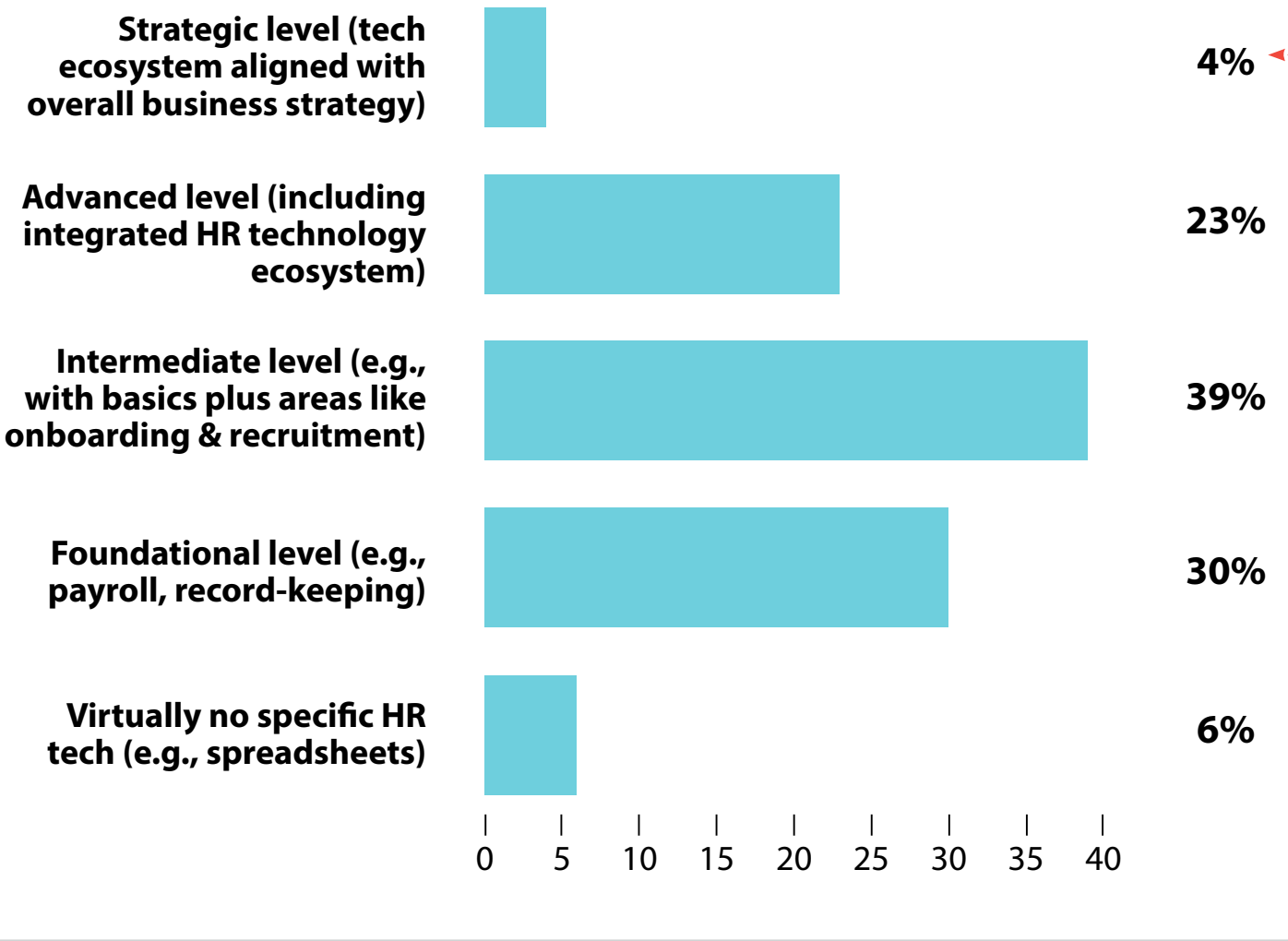
How SMBs Use HR Technology

Finding: Four in ten respondents are at an intermediate level of HR technology usage

In our high-tech age, it's easy to get the impression that many HR technologies are leveraged by the vast majority of organizations. However, that's not true for all SMBs. In fact, 36% of surveyed HR professionals say their organizations either are not using HR technology at all or are still at a foundational level of HR technology usage, only using payroll and record-keeping systems.

Meanwhile, only about a quarter (27%) state that their HR organizations are at high levels of technology usage, with a mere 4% saying that their HR technology is at a strategic level, meaning it has a technology ecosystem that is well aligned with the overall business strategy.

What level of existing HR technology does your organization possess? (choose one that best applies)



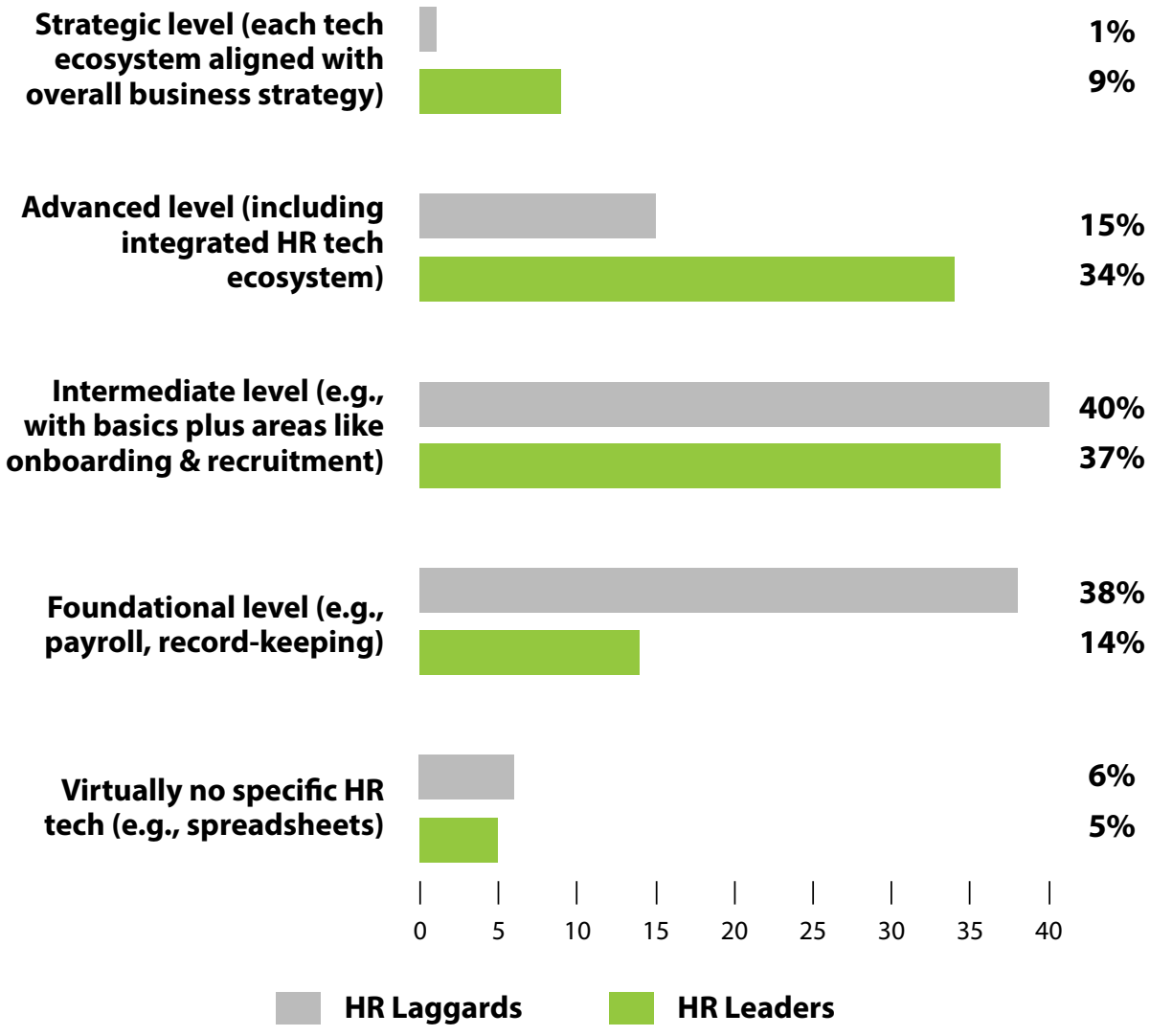
Editor's Note: Due to rounding, numbers may not add up to 100%

Just 4% say that their HR technology is at the highest strategic level

Finding: Leaders are more than two times more likely to possess an advanced level of HR technology

HR leader organizations tend to use HR technologies in a more sophisticated and strategic way. A third (34%) say they are at an advanced level and 9% are at a strategic level, compared with 15% and 1%, respectively, of HR laggard organizations. Conversely, laggards are more likely to be at only a foundational level: 38% compared with only 14% of leaders.

What level of existing HR technology does your organization possess?

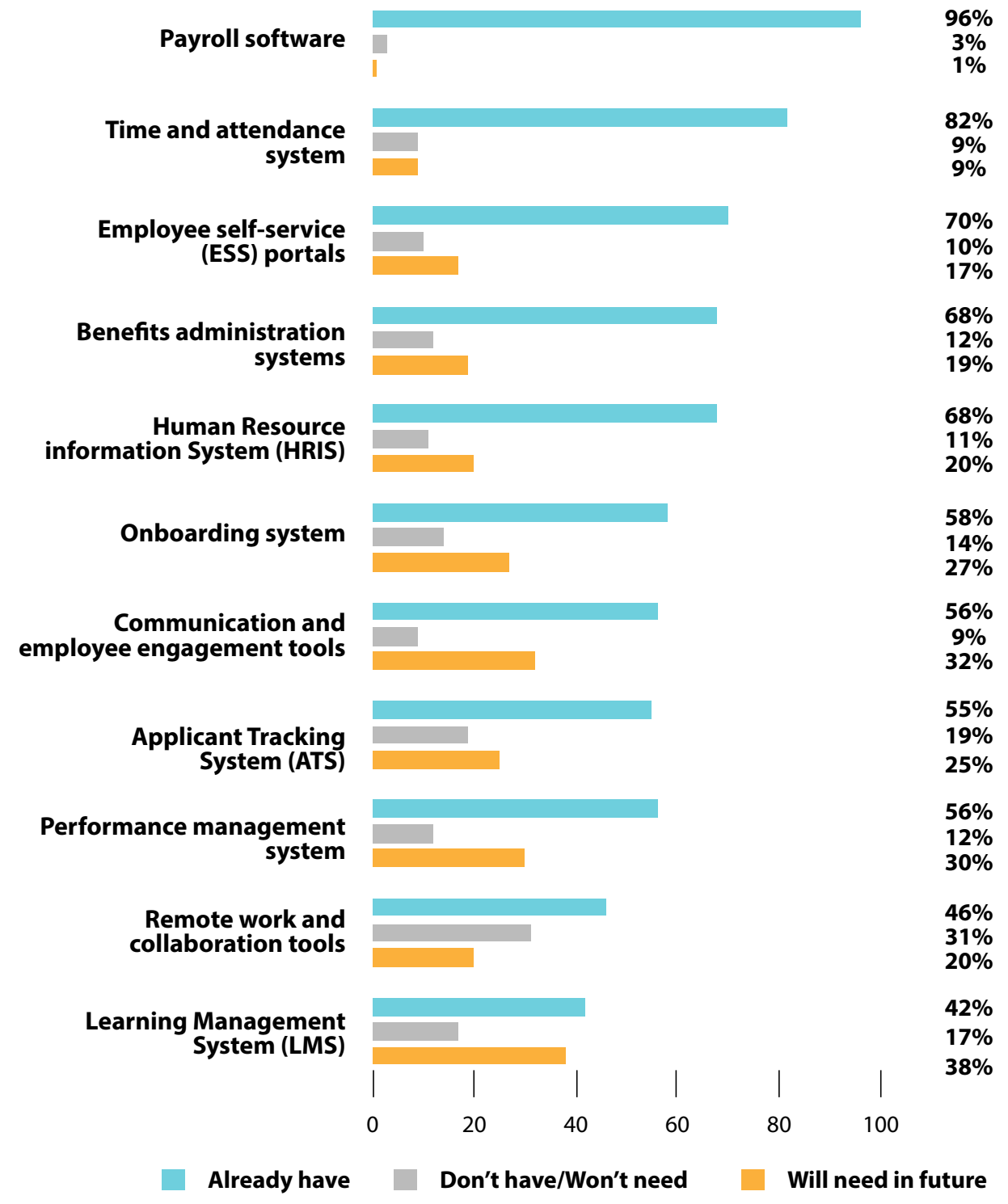


Finding: Most SMBs are using HR technology for payroll, time & attendance, employee self-service, benefits and HRIS

The good news is that 60% or more of survey respondents are taking advantage of HR technology tools to run the basics in HR: that is, payroll, time and attendance, employee self-service, benefits administration, and human resource information systems. We believe that SMBs using technology to button down these basic yet essential HR functions are at a competitive advantage in the labor market. Meanwhile, more than half also use technologies that help with communication and engagement, applicant tracking, and performance management.

So, which technologies are most likely to be needed in the future? The top three answers are, in order, learning management systems, communication and engagement tools, and performance management.

Which of the following types of HR technologies does your organization use? (select responses that best apply)



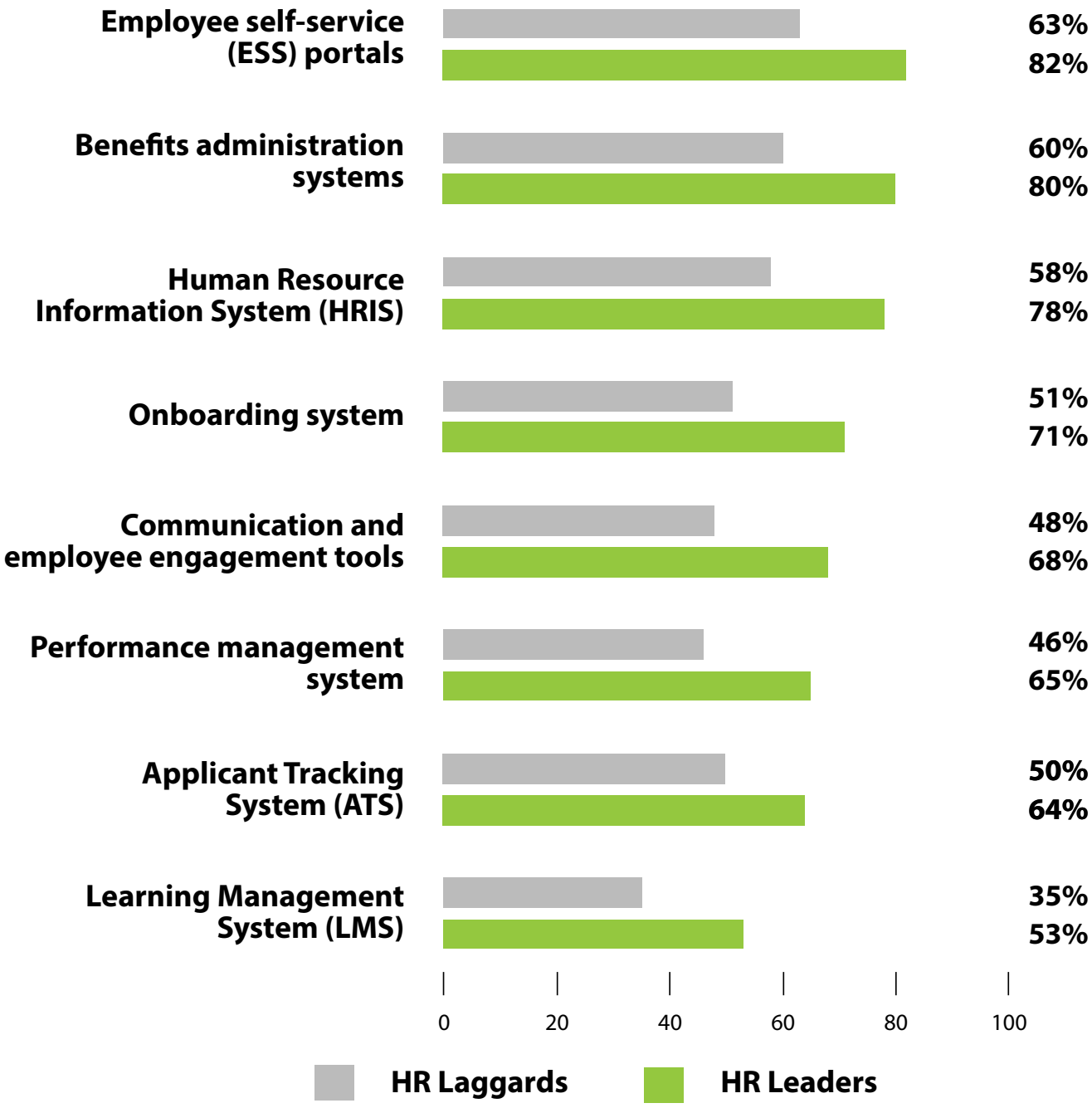
Editor's Note: Those responding 'don't know' were removed from the data set. They accounted for 4% or less of respondents.

Almost four in ten respondents say they need to implement learning management systems

Finding: HR leader organizations are much more likely to use a range of HR technologies

In most categories, HR leader organizations were far more likely than HR laggard organizations to use technologies. This discrepancy highlights a significant digital divide that may hinder HR laggards' ability to streamline HR processes, optimize resource allocation, enhance employee satisfaction, and assume a more strategic role in their organizations.

Which of the following types of HR technologies does your organization use?



Finding: HR in SMB organizations use technology to make HR more efficient, better serve employees, and increase the quality of HR services

It's tempting to think that HR technology is only about efficiency, and efficiency is indeed the most cited reason for purchasing such technologies. But this survey makes it clear that service and quality are also major factors.

In fact, more than half agree that they want to increase HR efficiency (69%), improve service to employees (60%), and increase the quality of HR services overall (50%). Four in ten also cite the reasons related to improving compliance and reporting (48%), data and analytics (46%), and better employee self-service (45%).

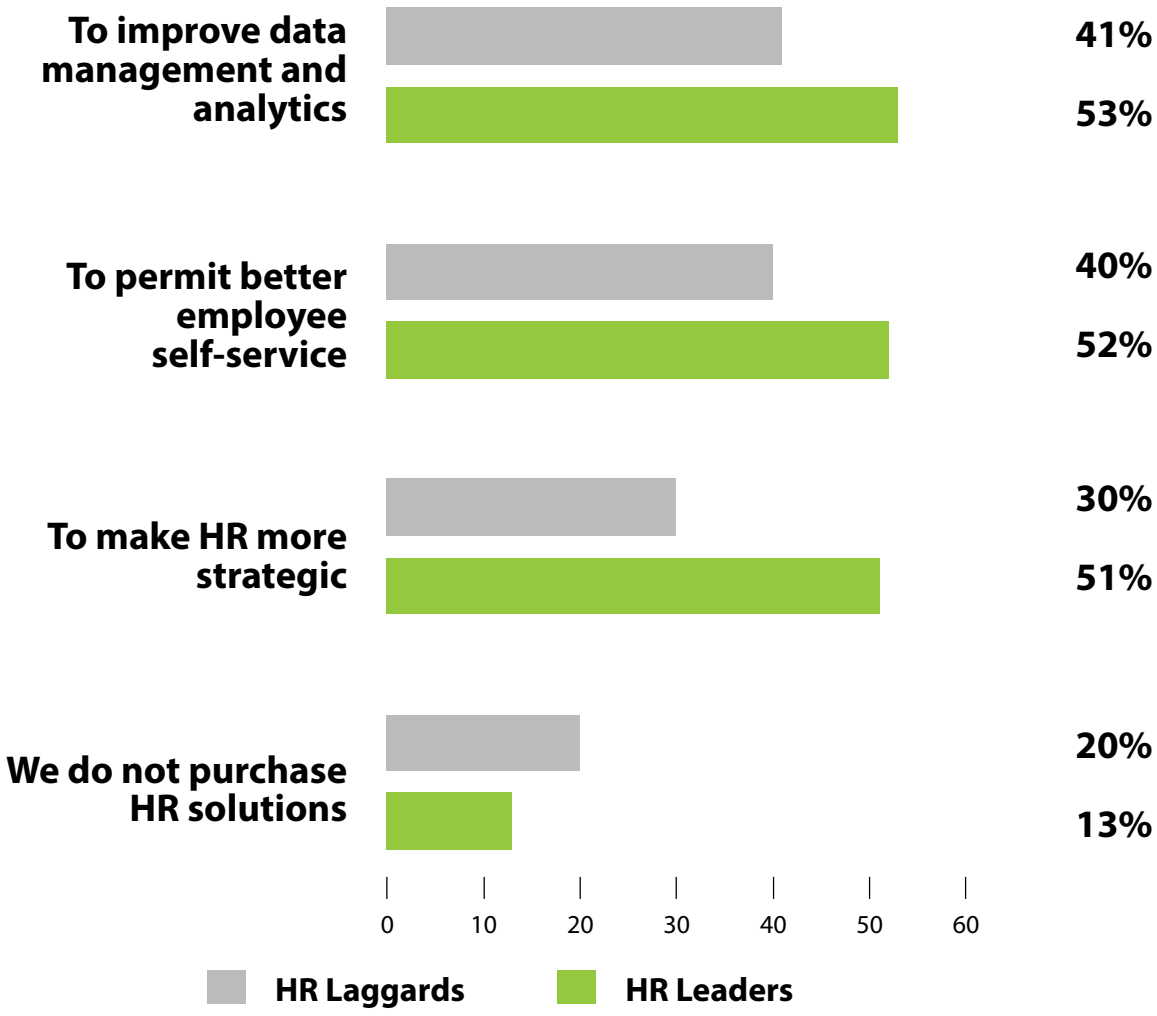
Why does your organization purchase HR technologies/solutions? (select all that apply)

Only a third (38%) use HR tech to make HR more strategic

Finding: HR leaders are more likely to purchase HR technology to make HR more strategic

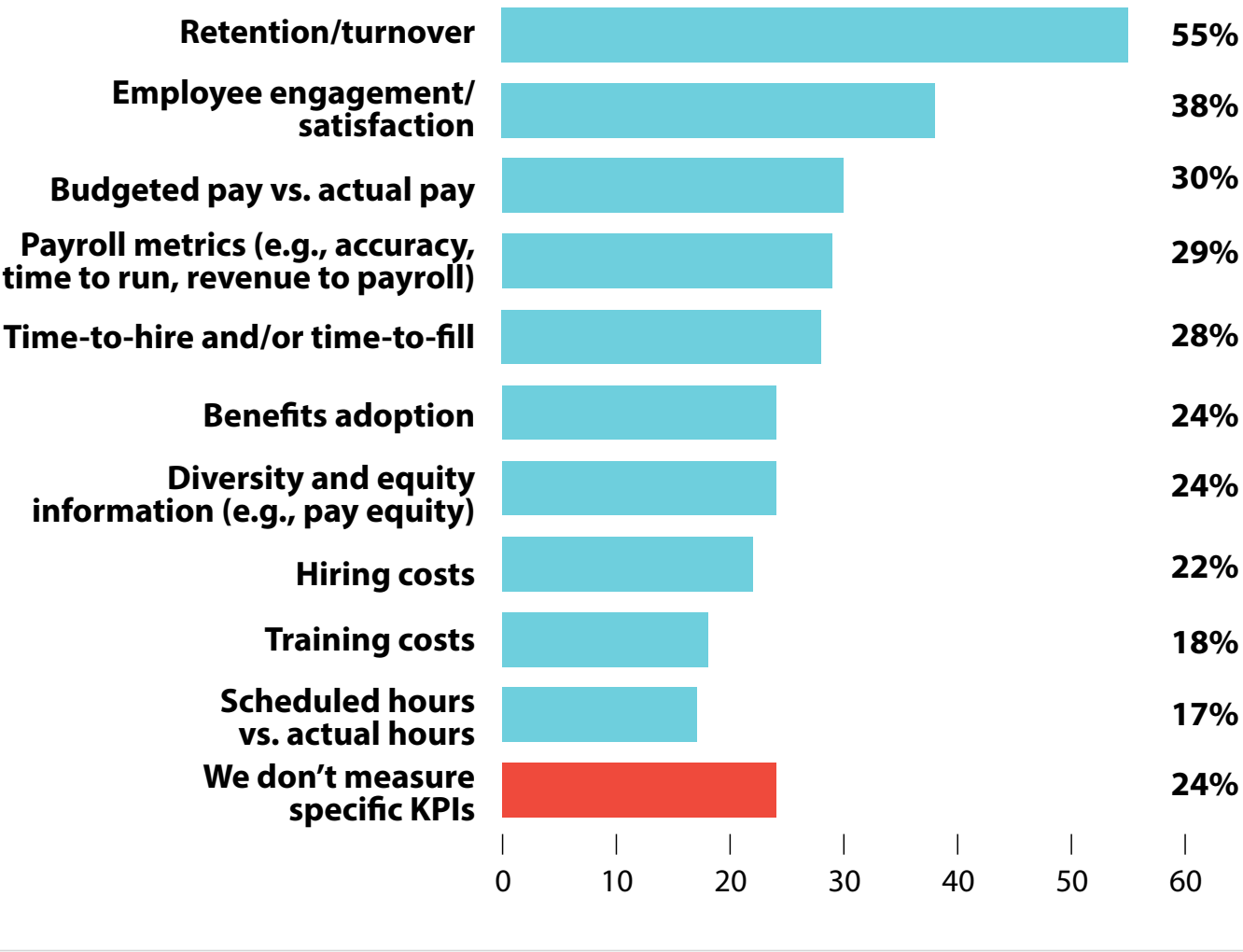
HR leader organizations are more likely than their laggard counterparts to purchase HR technology in order to become more strategic. More than half (51%) of leaders are using HR solutions to make HR more strategic, compared with only 30% of laggards. HR leaders are also considerably more likely to use HR technology to improve analytics and employee self-service.

Why does your organization purchase HR technologies/solutions?



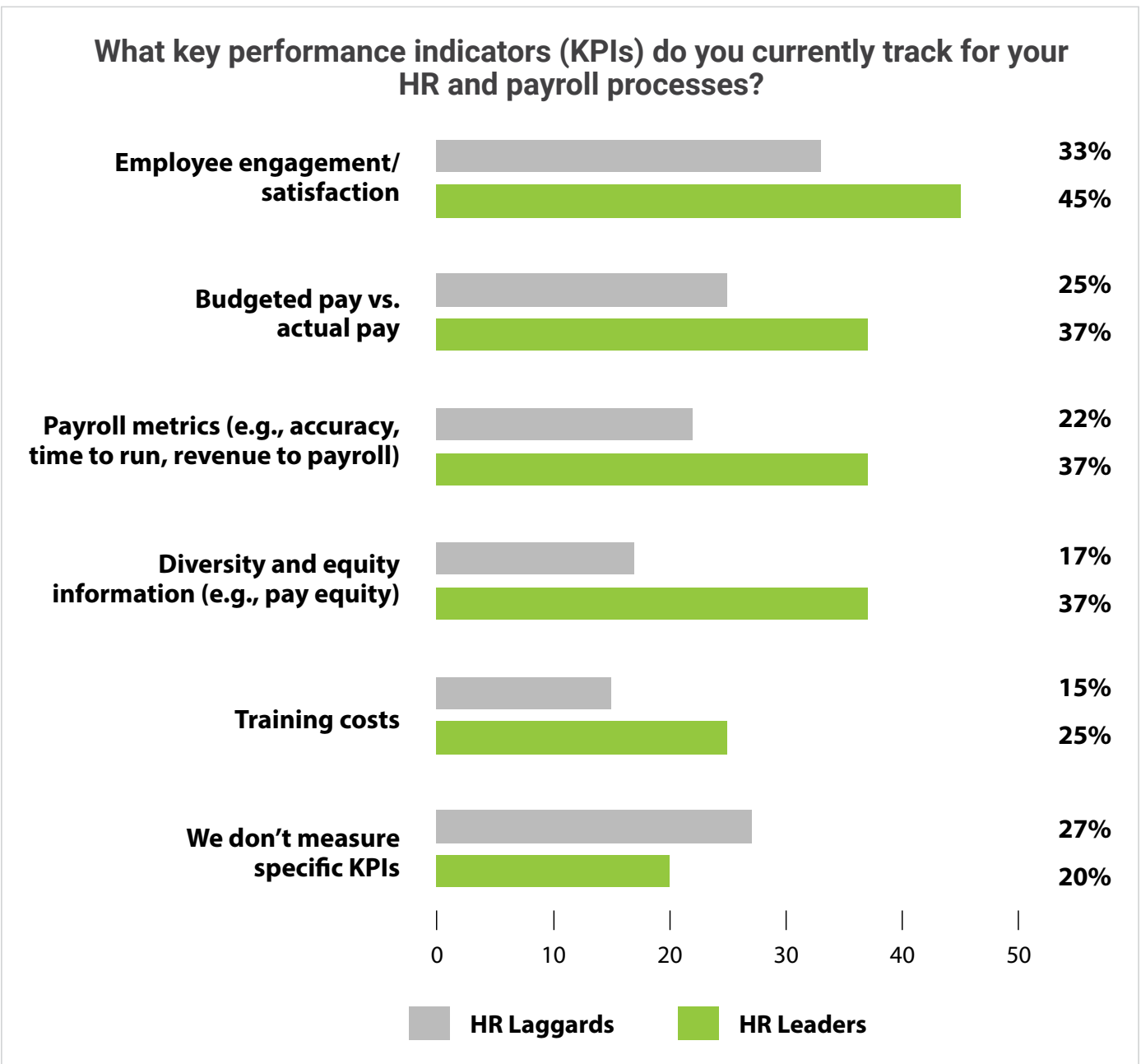
Finding: Retention/turnover is the most important HR KPI

Although 24% of responding HR professionals say they don't track key performance indicators (KPIs) at all, most do. And the most commonly used KPI is retention/turnover, cited by 55%. Employee engagement and employee satisfaction are also important, with nearly four in ten keeping track of this metric.



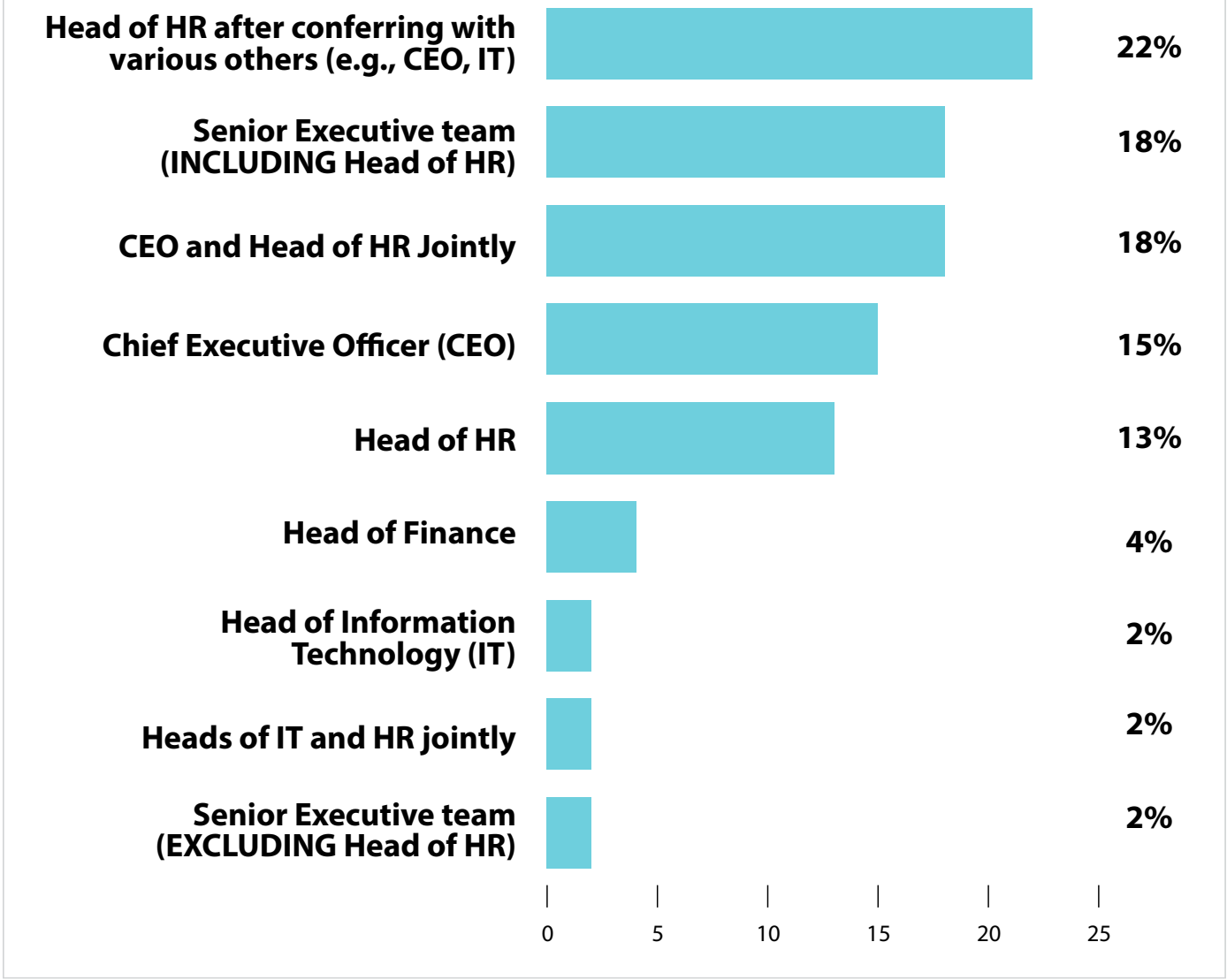
Finding: Leaders are much more likely to track various KPIs

HR leader organizations overall track more KPIs than laggard organizations do. The largest difference is in the area of diversity and equity information, where almost four in ten (37%) HR leader organizations track it compared with only 17% of laggards.



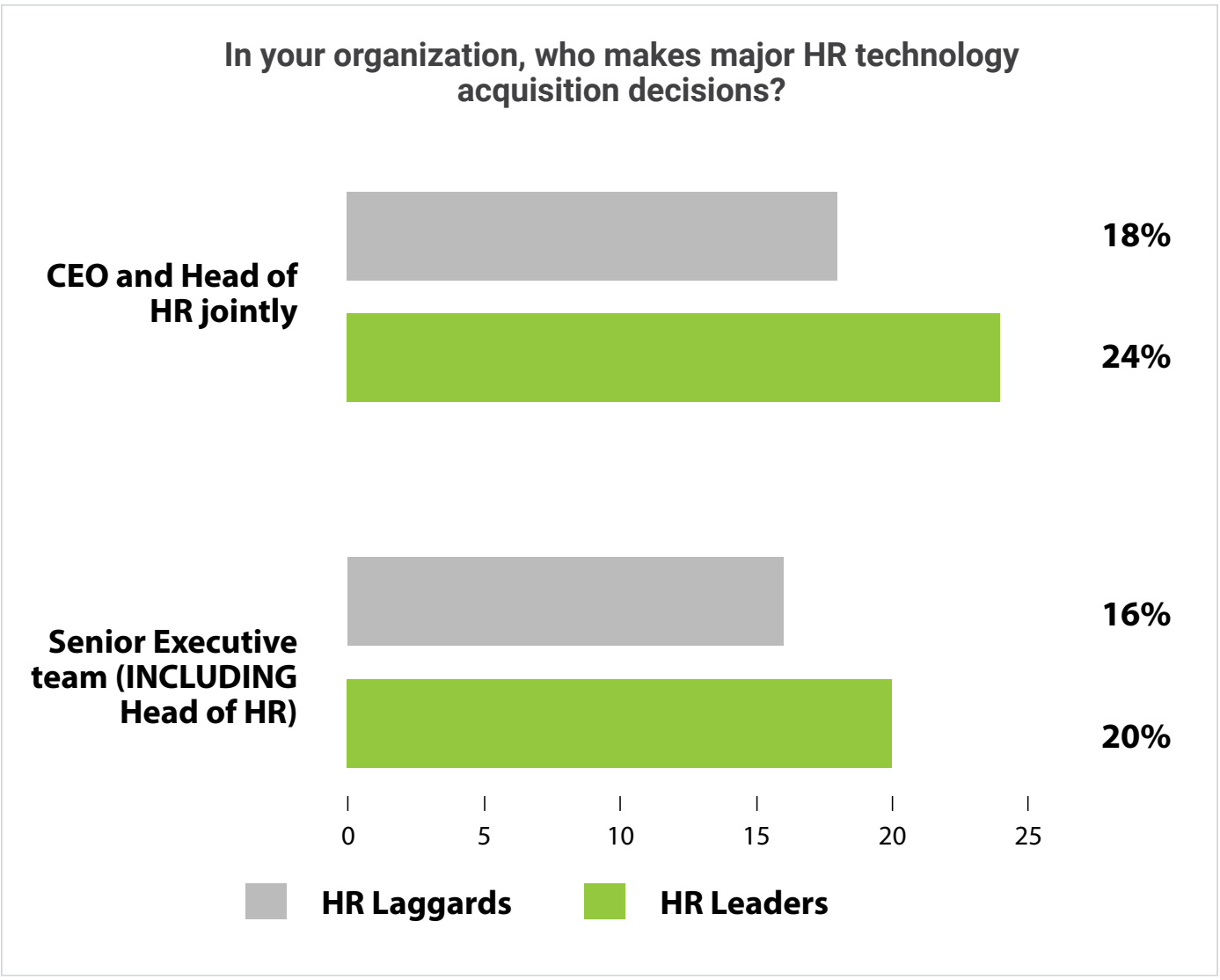
Finding: Major HR technology purchases involve HR working with other executives

Only 13% of HR technology acquisitions are made solely by the head of HR, according to our survey respondents. More often, HR confers with other executives (e.g., CEO, senior executive team, IT) in making these decisions. In small to mid-sized organizations with limited resources, collaborative decision-making seems to be the most practical approach.



Finding: HR leader organizations are more likely to include HR in making major HR technology acquisition decisions

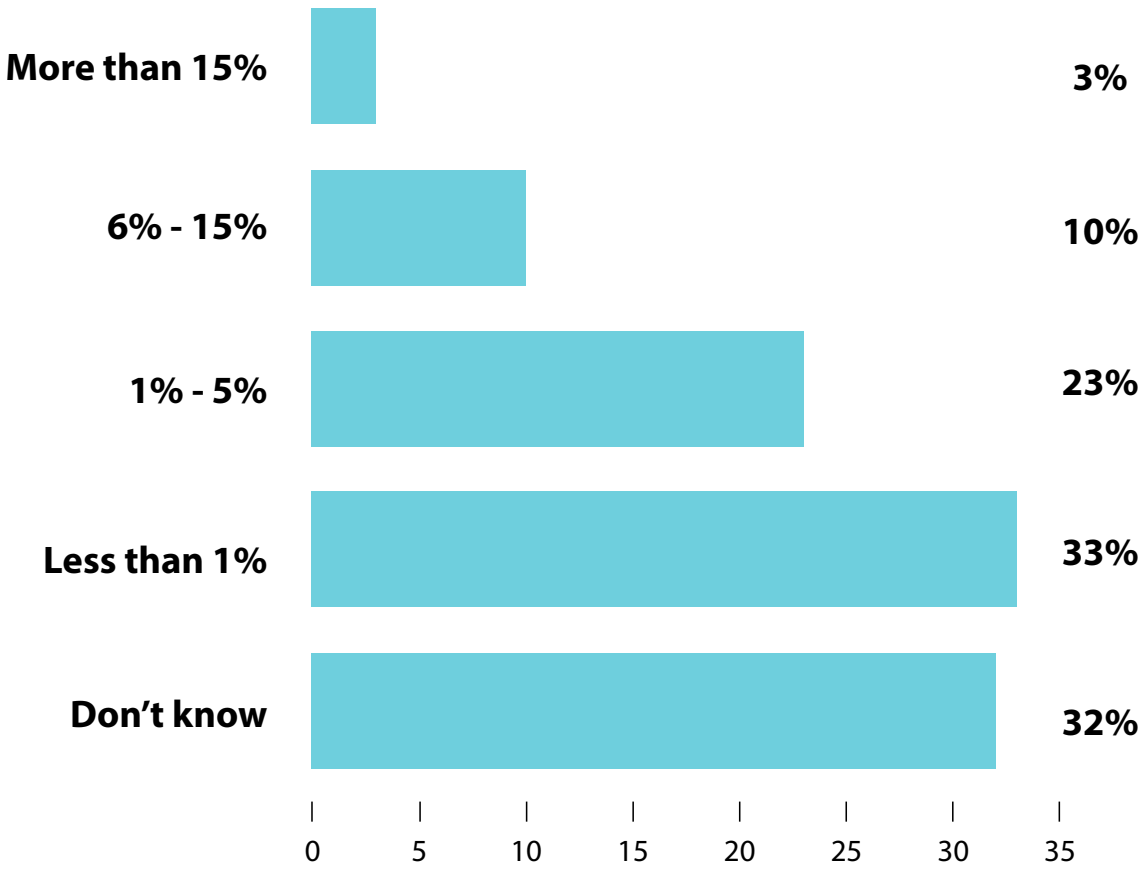
Compared with HR laggard organizations, HR leader organizations are considerably more likely to partner with the CEO or with the executive team.



Finding: A third of respondents say that less than 1% of annual revenue is allocated for HR technology investments

It's one thing to say that HR technology is important; it's another to make sure it has a place in the budget. While almost a quarter (23%) of respondents report that their organization allocates 1% to 5% of annual revenue for HR technology solutions, most say the number is less than 1% (33%) or that they simply don't know (32%).

What percentage of your organization's annual revenue is allocated for HR technology investments/solutions?

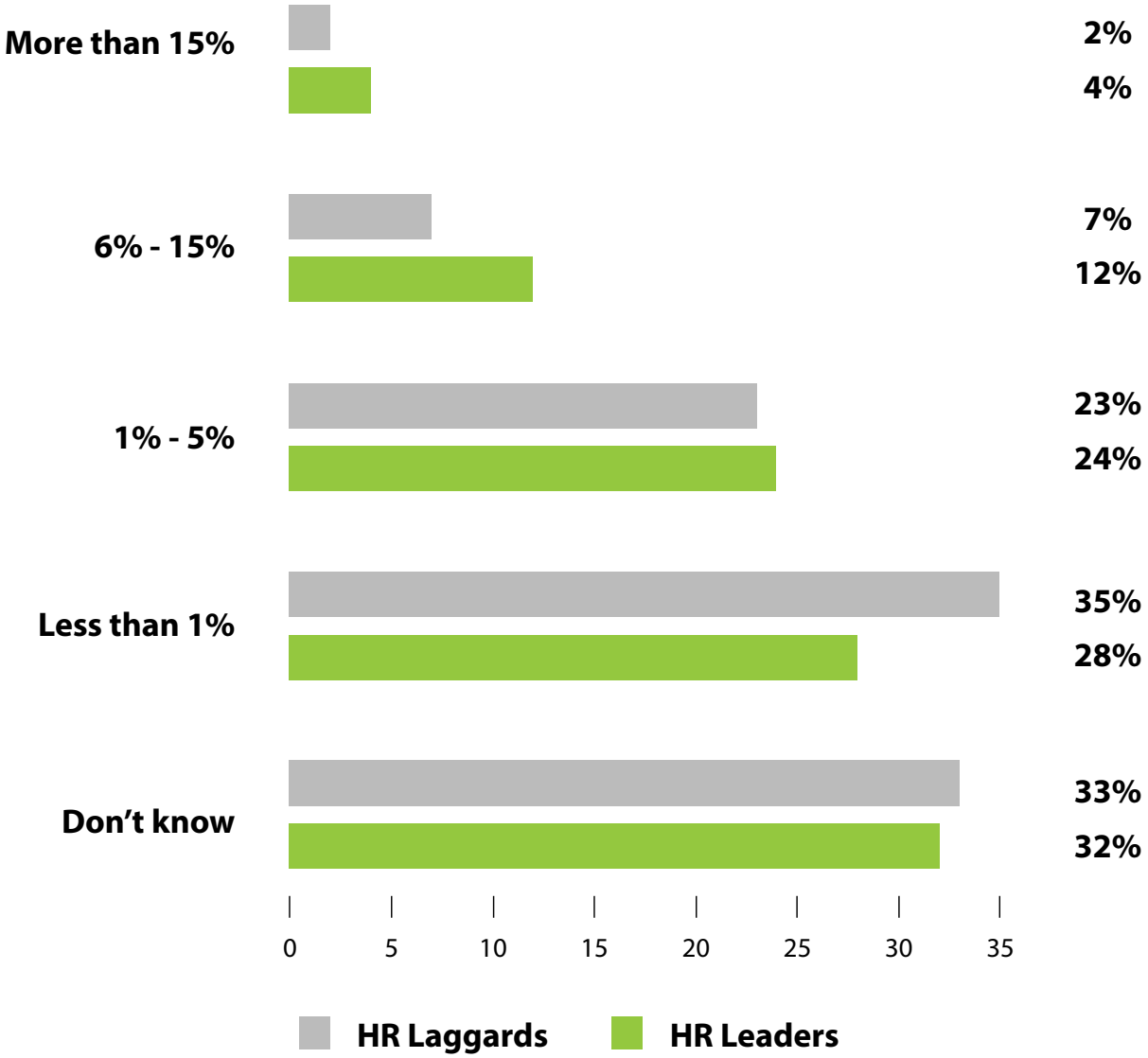


A third of respondents don't know what percentage of annual revenue is allocated for HR technology

Finding: A third of leader organizations say up to 15% of revenue is invested in HR technology

In HR leader organizations, the investment percentage is higher than in their HR laggard counterparts. Sixteen percent of leaders say the HR technology budget is 6% or more, compared with only 9% of laggards. Still, even with leaders, there are quite a few that simply don't know, suggesting HR often isn't privy to the bigger picture when it comes to HR investments.

What percentage of your organization's annual revenue is allocated for HR technology investments/solutions?



Key Takeaways

Below are some suggestions on how to strengthen your HR department and use HR technology to your advantage.

Key Takeaway **1**

When needed, boost the maturity level of your HR operations. Start with an evaluation. Our research says that organizations focused on areas such as development, sophistication, and effectiveness of HR tend to progress toward high HR maturity levels. Once you've gauged the maturity, focus on tools and technology that can aid your HR function and elevate it further. Generally speaking, a more mature HR department is a more effective one. It is more proactive than reactive and more strategic than transactional.

Key Takeaway **2**

Partner with senior leaders. If an HR department wishes to become more strategic, it should probably work with senior executives to identify the priorities for the business and how HR can best support those priorities. If HR finds it only has time and resources for back-office tasks, then it may need to convince senior leaders that investment in HR technologies and strategic skills will pay dividends for the organization as a whole.

Key Takeaway **3**

Invest in your HR technology strategically. With leadership's business goals in mind, look for HR technology solutions that will support those priorities. Consider investing in a modern, all-in-one solution that combines critical HR functions such as talent, payroll, and time in order to improve efficiencies, manage compliance, and deliver real-time insights into your workforce.

Key Takeaway **4**

To remain competitive, focus on your organizational culture. In today's tight labor market, SMBs are competing with larger organizations for good workers. Maybe you can't compete on compensation alone, but you can create a positive culture that makes people want to stay. In fact, as a smaller organization, you have even more control of your culture and values than in larger companies because there are fewer levels of complexity.

Key Takeaway **5**

Develop your people. Only 35% of survey respondents consider reskilling a high priority. We think it's time to change that narrative. Recently, reskilling and career development are getting more attention because they represent a way to fill open positions and retain employees. Learning and development is no longer a "nice to have." It is increasingly essential to reduce turnover and retain institutional knowledge. Conduct stay interviews and talk to each of your employees about their career goals and identify the skills training they may need.

Key Takeaway **6**

Prioritize diversity, equity, inclusion, and belonging (DEIB) to reduce turnover and attract quality workers. Whether it's pay equity or how much someone feels included in their workplace, paying attention to DEIB can make your organization stronger. In a diverse marketplace, you want employees who understand customers' needs. More diversity tends to bring more perspectives and more creative problem-solving. Cultivating belonging reduces turnover and fair pay helps drive recruitment and retention.

Key Takeaway **7**

Train managers to be better people managers. Too often, a person is promoted because they are good at their job. But this does not necessarily make them a good people manager. It is up to HR to make sure managers have the skills and knowledge they need to boost the performance, engagement, and experiences of the people who report to them.

Key Takeaway **8**

Regularly evaluate your HR policies and procedures. Things change quickly. It makes sense to look at policies related to compensation and benefits, onboarding, performance management, DEIB, and any other key HR issues more regularly (e.g., annually). That way, HR will not be as likely to fall behind and then need to play catch up when problems arise.

Key Takeaway **9**

Facilitate employee self-service. One way to reduce HR administrative duties is to provide more employee self-service possibilities so they can more easily do things such as request time off, see their pay information, enroll in benefits, document life-changing events, and more.

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