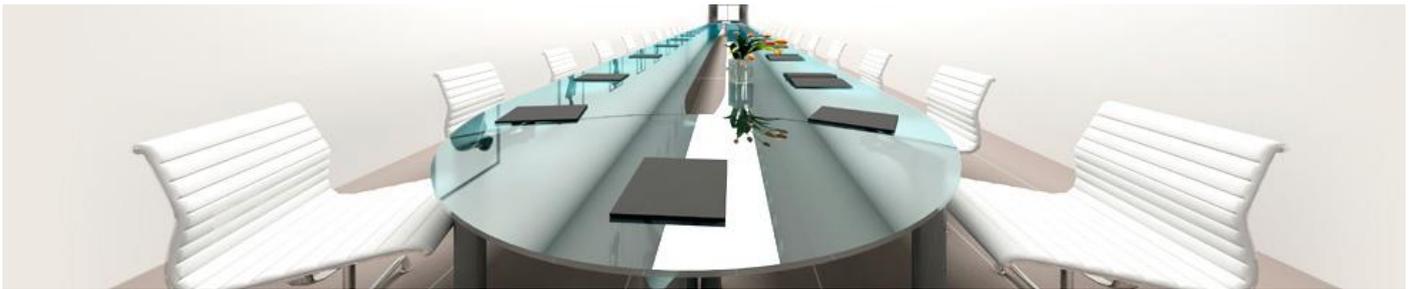




*HR Strategizer is a serious business game for Human Resource professionals wishing to “take a seat at the Board table” and people managers*



# Participant's Guide

# Contents

The Business Benefits of Playing the Game.....	4
Improved Strategic Planning Advice .....	4
Real-World Implementation of an HR Metrics Platform .....	4
Overview of the HR Strategizer Game.....	6
About the Game.....	6
The Subject and Format of Game ONE .....	6
Decisions required .....	6
Impact Measurement .....	7
The Simulated Business Processes.....	7
How to Play the Game .....	9
<b>Step 1</b> .....	9
Obtain Player ID & Log in .....	9
<b>Step 2</b> .....	9
<b>Step 3</b> .....	10
Download and Review Game Information.....	10
Annual Report .....	10
Information to the Board .....	10
<b>Step 4</b> .....	11
Team Collaboration.....	11
Questions from the Board.....	11
The Use of Social Media in HR Strategizer .....	12
<b>Step 5</b> .....	13
Input Scenario Selections in the HR Strategizer application.....	13
<b>Step 6</b> .....	13
<b>Step 7</b> .....	14
Check the Team Score.....	14
About the Scoring Process .....	14
Drill Down for More Detail.....	14
<b>Step 8</b> .....	15
Receive Feedback.....	15
Feedback Analysis .....	16
Applying Game Experience to the Real World.....	16

*The HR Strategizer game application is built on the native [Force.com](https://www.force.com) platform*

The *HR Strategizer* game supports personal development and corporate learning

*Gamification can be used as a means to engage, motivate or educate a company's workforce. Badges or awards can be used to recognise outstanding contributions to the company's business objectives, but there is another more serious side to gamification. Every year a massive amount of knowledge and experience walks out the door as employees retire or take up a new position with another company. Gamification is a means of capturing knowledge and experience and presenting it to the workforce in an innovative and challenging way.*

# *The Business Benefits of Playing the Game*

HR Strategizer is a serious game for HR and people managers. The learning objectives are:

- To acquire experience dealing with situations in a game environment so that participants are better prepared to deal with similar situations in their professional life.
- To know what tools are required and how they are used to conduct a quality workforce information service and understand the technology platform capabilities and infrastructure
- Identify the kind of HR metrics management need to make the right business decisions
- Learn the financial impact of decision making or advice offered
- Understand the difference between a short term tactical solution and a longer term strategic goal

To achieve the learning objectives the HR Strategizer game simulates real world business activities. Game ONE is designed to create a challenge for professionals in the global airline industry and is based on a hypothetical airline –

## **LFA Airline**

### *Improved Strategic Planning Advice*

Management look to HR to provide advice and guidance on the best strategy and action to take where the company's workforce is involved in issues that impact the company's profitability. The advice could be in regard to every-day events (tactical decisions), or longer term issues that will impact operations in the future and require a strategic response.

HR believes strategic advice to the Company Board, or top executive team, warrants a "seat at the table". The HR Strategizer "game" introduces HR professionals to the kind of issues that would require advice from HR.

To provide quality advice HR needs:

- (1) Access to the right workforce information: An HR technology platform with a unified database capable of storing information from multiple sources is essential to produce HR metrics and dashboard displays.
- (2) Experience in similar situations: Most HR professionals would not encounter the kind of events simulated during the HR Strategizer "game" unless they spent 20 years in the job. HR Strategizer compresses those 20 years into 10 financial cycles and translates the HR advice into the measureable impact the decisions will have on the company's Profit and Loss Statement.

### *Real-World Implementation of an HR Metrics Platform*

Management no longer expects a "gut feel" response by HR to important workforce issues. Management expects advice to be made on experience and analysis of information extracted from their HR database. The right information requires the right data to be collected from the appropriate sources and processed for presentation. The challenge is for companies to have immediate access to reliable quality data. The right technology today is a Cloud-Based HR platform with an "open" database to support integrated HR business applications and information reporting tools.

In the "real world" [HR Cloud Solutions](#) can help clients develop appropriate metrics and collect all of the data needed through their custom application solutions on an HR Cloud-Based platform. The HR Cloud Solutions library of metrics are grouped according to the impact they will have on the business operation and company's Profit and Loss Statement. The same groups of metrics are used throughout the HR Strategizer game to simulate information provided to management, as part of a periodic Board Report, and then to answer questions from the Board minutes.

The six HR metric categories used by HR Strategizer are:

Risk Avoidance  
Employee and Organisation Effectiveness  
Talent Acquisition

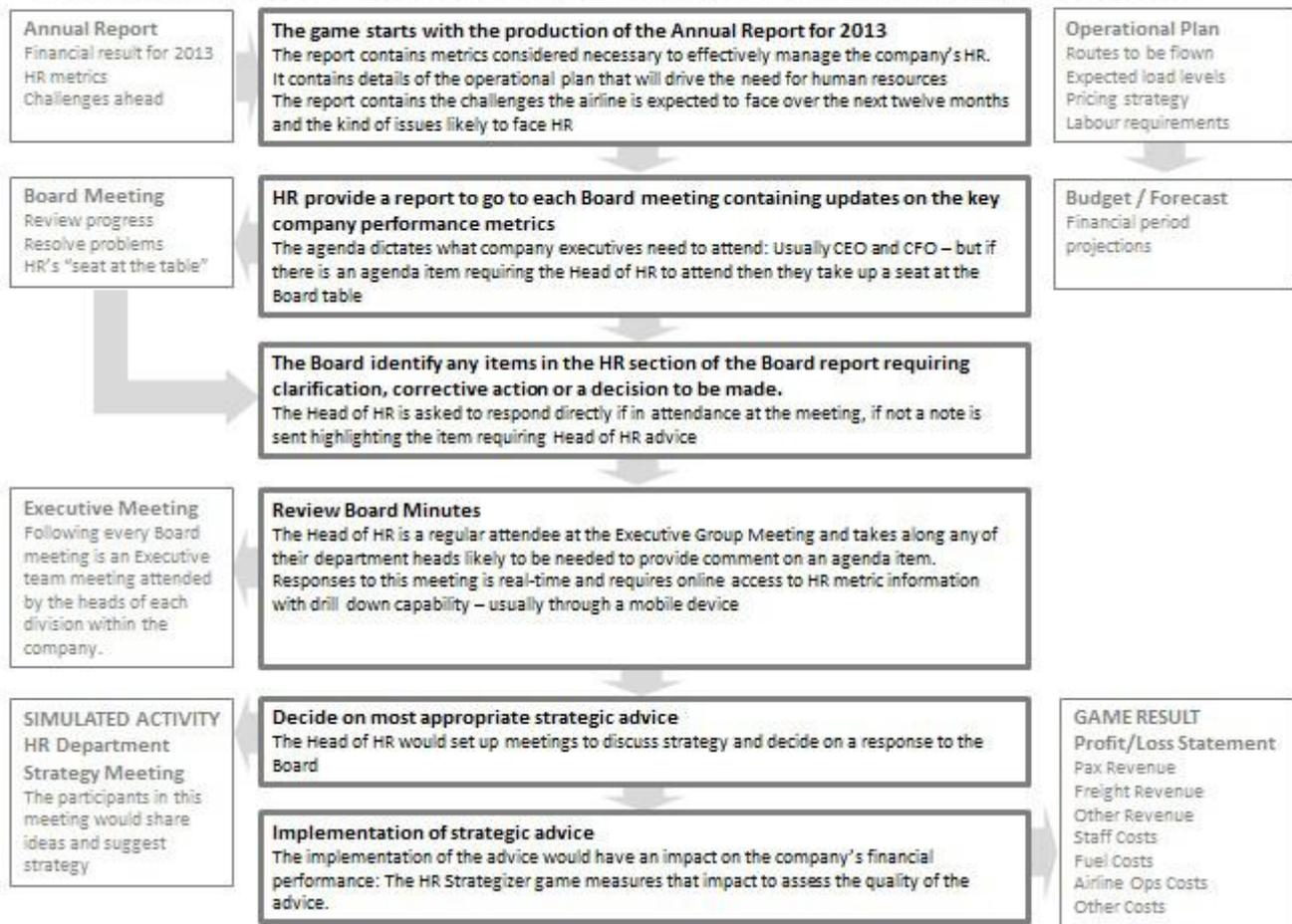
Talent Retention  
Talent Enhancement  
Improved Productivity and Service Delivery

By providing HR metrics to illustrate trends in the six categories (see the [HR Cloud Solutions Wiki](#) for the full list) HR can focus on what management should be concerned with, interpret statistical information, and respond to questions about the trends and what should be done to rectify or avoid adverse impacts on the company's financial performance. HR Strategizer provides examples of the type of questions likely to emerge from management meetings where HR metrics are presented. In practice management would be looking to HR for the wisdom and experience acquired from dealing with similar issues in the past to help guide them through potentially damaging events.

*There is **no substitute for experience**, but we can help HR professionals gain a valuable insight into what works and what doesn't work through gamification techniques and simulated real-world events.*

# Overview of the HR Strategizer Game

## Simulated Business Process: Providing HR Strategic Advice to Company Management



## About the Game

Game ONE is based on the airline industry, but the same principles can apply to any industry and future games may focus on other industries.

The HR Strategizer game application is built on the Force.com platform using native features and the custom built framework can be adapted to suit similar games. The integrated data needed to produce the HR metrics can be assembled on an HR Force.com platform. HR application transactions needed to capture and report data can be custom built by end-users supported by the HR Cloud Solutions library of re-usable code, structured according to the business design of the application, or downloaded as pre-built application components (HCM Mashup Builder). Metadata describing the content and features of the HR metric reports is available from the HR Cloud Solutions' Confluence Wiki.

## The Subject and Format of Game ONE

The hypothetical airline's operational performance, reflected in their Profit and Loss Statement, is the competitive subject of the HR Strategizer game. The game simulates how HR deal with issues and provide advice to management and quantifies how the advice will influence the financial performance of the airline. Participation is by teams or individuals.

## Decisions required

The game requires participants to make decisions. Decisions relate to HR metric information supplied to the LFA Airline's company Board. Decisions areas are shown below:

HR Metric Category	Number of Issues	Number of Scenarios to choose from
Risk Avoidance	3	3
Employee and Organisation Effectiveness	3	3
Talent Acquisition	3	3
Talent Retention	3	3
Talent Enhancement	3	3
Improved Productivity and Service Delivery	3	3

Each HR metric category players are called upon to decide between **three scenarios**, for three separate issues. There are **five reporting periods** for input and the financial impact is projected over **ten periods** (in order to gain the full strategic impact). At the end of the ten periods the team with the best financial result is the winner.

## *Impact Measurement*

The financial impact of decisions on revenue and costs are calculated for the P&L items below:

P&L Item	Input	Impact Calculation
<b>Revenue</b>		
Passenger Revenue	5 periods	10 Periods
Freight Revenue	5 periods	10 Periods
Other Revenue	5 periods	10 Periods
<b>Costs</b>		
Staff Costs	5 periods	10 Periods
Fuel Costs	5 periods	10 Periods
Aircraft Operations Cost	5 periods	10 Periods
Other Costs	5 periods	10 Periods

## *The Simulated Business Processes*

To familiarize players with the airline environment and understand the fictitious company structure the HR Strategizer game **starts with an [Annual Report](#)** outlining the company's objectives for the coming year together with the challenges it expects to encounter from an operational perspective.

The P&L start point is based on the last period in the previous financial year. In that period the airline made a small profit (4.5% of revenue). That period forms the budget base for the year and the figures are cycled across 10 financial periods. The budget projections indicate a profit of 10.44% is anticipated for the 2014 year.

The budget detail (\$ millions) contained in the Annual Report is shown below:

P&L Item	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Year End	
Passenger Revenue	1412	1408	1406	1398	1403	1405	1398	1395	1391	1386	14002	14002
Freight Revenue	93	91	94	92	91	93	95	97	98	96	940	940
Other Revenue	132	131	128	127	135	129	130	132	129	127	1300	1300
<b>Total Revenue</b>	<b>1637</b>	<b>1630</b>	<b>1628</b>	<b>1617</b>	<b>1629</b>	<b>1627</b>	<b>1623</b>	<b>1624</b>	<b>1618</b>	<b>1609</b>	<b>16242</b>	<b>16242</b>
Staff Costs	789	794	803	798	801	794	787	783	781	778	7908	7908
Fuel Costs	428	428	429	430	431	429	431	429	431	434	4300	4300
Aircraft Operations Costs	289	291	290	288	293	291	289	287	289	298	2905	2905
Other Costs	161	163	161	160	164	159	161	163	167	171	1630	1630
<b>Total Costs</b>	<b>1667</b>	<b>1676</b>	<b>1683</b>	<b>1676</b>	<b>1689</b>	<b>1673</b>	<b>1668</b>	<b>1662</b>	<b>1668</b>	<b>1681</b>	<b>16743</b>	<b>16743</b>
Profit / Loss Value	-30	-46	-55	-59	-60	-46	-45	-38	-50	-72	-501	-501
Profit / Loss Percent	-1.83	-2.82	-3.38	-3.65	-3.68	-2.83	-2.77	-2.34	-3.09	-4.47	-3.08	-3.08

Note: Values are in \$ millions

The budget base is impacted by external and internal influences. Players in the HR Strategizer game are given the **external influences**. They are out of HR's control. The financial impact of the **internal influences** can be managed effectively if the right advice is given to company management. **External influences** that impact the company's operation are the result of political, economic and forces of nature events and may be updated by the Game Master during the game. Those influences are pre-built into the cycled figures (shown in the diagram above) and **players cannot modify the external influences**. The budget base is the same for everyone. It is the **internal influences** resulting from workforce issues that will change the result and can be managed by the right HR strategic decisions. How well that is done is the purpose of the game.

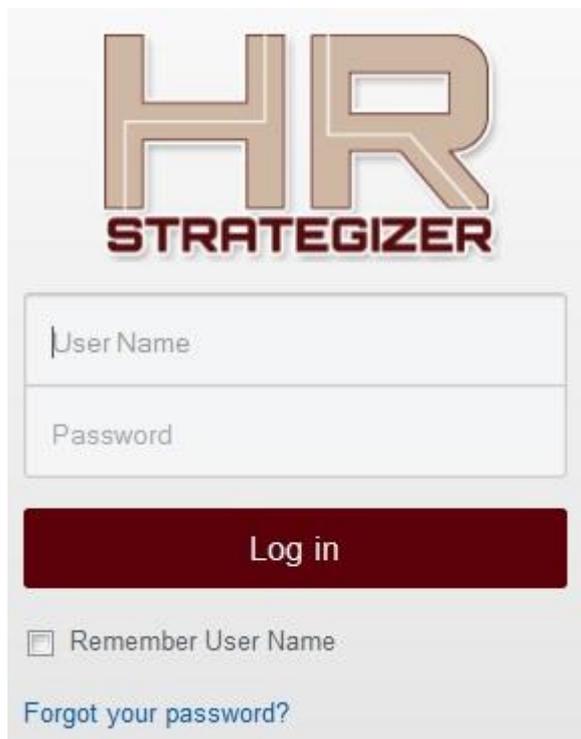
*The HR Strategizer game creates the kind of **events** that are common to an airline operation, identifies workforce issues from HR metrics and seeks a strategic response from the players through a series of **scenarios**.*

## How to Play the Game

The HR Strategizer game is based on a fictitious airline and introduces the kind of planning that goes on and HR events that occur during a financial cycle. The game uses a Profit and Loss (P&L) financial statement approach to reflect the impact of HR decisions made by game players using the HR Strategizer Game screen. At the end of 10 cycled financial periods the person, or team, with the best company financial performance reflected in the P&L Statement wins the game. Input is only permitted for the first 5 periods and the strategic impact assessed over the full 10 periods.

### Step 1

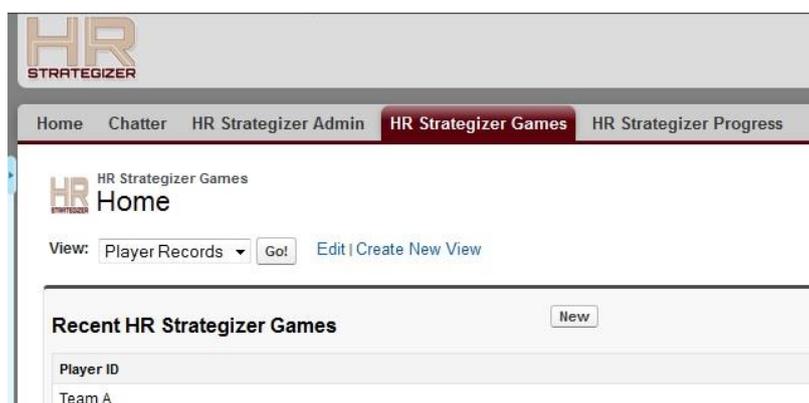
#### Obtain Player ID & Log in



Contact HR Cloud Solutions ([info@hrstrategizer.com](mailto:info@hrstrategizer.com)) to obtain a company **Player ID**, **log in user name** and **password**. In some cases individuals will be allowed to compete, but preference goes to companies.

### Step 2

After log in the players will see the screen below:



# Step 3

## Download and Review Game Information

Use the buttons next to the Edit button (shown on the screen opposite) to download game documentation. The buttons are:

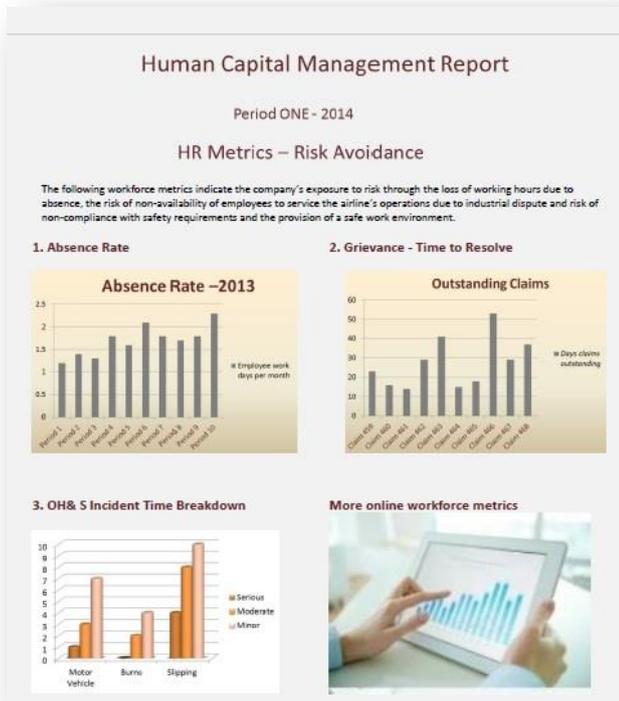
- Participation Guide**
- Annual Report**
- Information to the Board**
- Questions from the Board**

### *Annual Report*

Players are provided with information about the LFA Airline in the form of an Annual Report (PDF document shown below) available to players by clicking on the Annual Report button on the HR Strategizer Games screen. Simulated business activity in the HR Strategizer game updates the company's performance information set out on the Annual Report and focuses on HR metrics.

### *Information to the Board*

The HR Strategizer game simulates the activity of providing an HR section of the periodic Board Report. Included are HR metrics for the categories that measure HR activity.



Members of the Board would review the HR metrics and make comments. The Company Secretary would pass those comments back to the HR unit for a response or seek an immediate answer from the HR Director if occupying a seat at the “table”.

## Step 4

### Team Collaboration

The HR Strategizer game process is designed for team collaboration and the application of social media to share thoughts and exchange ideas.

#### *Questions from the Board*

Usually the Company Secretary would forward to the HR Director a list of the questions. In the diagram below the questions from the Board are in the form of **attached notes** to the metrics supplied to the Board, again, simulating the real world processes.

The attached notes form the **issues contained in the HR Strategizer application** and each issue has a choice of three different scenarios. Players are invited to choose one scenario that they believe best fits the company's circumstances and can collaborate with others to make their choice.



Using the Chatter facility on the screen show below the team can include a group of game advisers and share thoughts.

Home Chatter HR Strategizer Admin HR Strategizer Games HR Strategizer Progress

Group Edit  
**New Group**

Save Cancel

**Basic Information**

Group Name

Owner Owner

Description

Automatic Archiving  Archive this group if there are no posts or comments for 90 days.  Don't automatically archive this group.

**Group Access**

**Public** Everyone can see updates and join.

**Private** Only members can see updates. Membership requires approval.

## *The Use of Social Media in HR Strategizer*

The HR Strategizer game is not a test - it is a **collaborative exercise** that brings together different views and approaches to problems. The idea is to network the questions to the group and encourage their input. The suggested method is to attach the questions (PDF document) to the social media app (Chatter), that contains the email address of participants, and seek their comments.



# Step 5

## Input Scenario Selections in the HR Strategizer application

Players can be **individuals or teams**. The game application allows input right up to the close off time and responses can be changed at any time during the period, unlike survey tools that require continuous input during the same session.

A **record will already be set up** in the application for the player's team. The record will contain a series of issues and possible scenarios. Input can be via the screen (a) shown below by clicking on the blue Response field or through the edit facility in screen (b) below.

### Screen (a) Direct by clicking on the Response field (shown in blue)

▼ Risk Avoidance (RA) - Period 1	
RA 1 Issue	"Operations have been disrupted recently by a shortage of staff to perform critical functions, mainly due to unscheduled absenteeism. What do you suggest we do?"
RA 1 Scenario (a)	Work overtime to compensate for lost time and see if situation improves
RA 1 Scenario (b)	Advise staff that continued absence will lead to termination of services and re-publish company policy
RA 1 Scenario (c)	Drill down to identify instances and talk with supervisors to determine reasons and counsel individuals concerned
Response RA 1	Scenario (b)
RA 2 Issue	"Members of a key union are threatening to take strike action because of delays in answering their approaches to the company on major issues. Is that right and, if so, what strategy can we adopt to turn things around?"
RA 2 Scenario (a)	Immediately clear back log of outstanding issues
RA 2 Scenario (b)	Consult with union leaders and deny there is an unreasonable delay
RA 2 Scenario (c)	Consult with line managers and determine financial impact of a strike
Response RA 2	Scenario (b)
RA 3 Issue	"There seems to be a lot of staff injured in falls on a slippery surface lately. How bad is the situation and what do you suggest we do to fix it?"
RA 3 Scenario (a)	Issue all staff with rubber slip-proof footwear and resurface the danger areas
RA 3 Scenario (b)	Advise staff to take care when walking near slippery areas and put up signage
RA 3 Scenario (c)	Examine the details associated with each incident and interview injured staff to see if any other factors were involved, such as running, fatigue, carelessness, accident prone people, etc. before deciding what action to take.

# Step 6

## Make strategic decisions

Talent Enhancement (TE) - Period 1

Response TE 1 Scenario (a)

Response TE 2 Scenario (a)

Response TE 3 Scenario (b)

a) Suggest performance problem may be in other than training attended.  
b) Suggest additional funds be allocated to the training budget.  
c) Suggest a study into the training content and delivery

--None--  
Scenario (a)  
Scenario (b)  
Scenario (c)

Each **HR issue** will **have three scenarios** associated with it. There is no right or wrong answer. By selecting a scenario the financial impact associated with that response will be calculated in the background for the remaining reporting periods. Teams will be allowed to edit/alter the responses right up until close off time. One log in is assigned to each team but the user name and password can be shared with the team if desired.

# Step 7

## Check the Team Score

Each team can check how their **Profit and Loss Statement** looks compared to other teams. The HR Strategizer application has a tab to view progress (see the screen shot below). The screen shot shows the **Year to Date** team comparison expressed as a dollar amount and as a percentage of revenue.



Action	Player ID	YTD Pas...	YTD Freig...	YTD O...	YTD Total ...	YTD Staff ...	YTD Fue...	YTD Airc...	YTD Ot...	YTD Total Costs	YTD Profit ...	YTD Profit/Loss Percent
<input type="checkbox"/> Edit   Del	Team A	3,267.36	208.49	78.24	3,554.09	1,690.27	413.06	317.51	561.64	2,982.48	571.61	16.08
<input type="checkbox"/> Edit   Del	HR547	1,484.26	262.97	122.73	1,869.96	613.05	262.97	525.94	140.24	1,542.20	327.76	17.53
<input type="checkbox"/> Edit   Del	Player 8	1,171.36	188.71	78.24	1,438.31	343.63	413.06	317.51	213.89	1,288.09	150.22	10.44
<input type="checkbox"/> Edit   Del	Player 4	1,093.36	188.71	78.24	1,360.31	343.63	413.06	317.51	213.89	1,288.09	72.22	5.31
<input type="checkbox"/> Edit   Del	HR543	571.65	100.74	45.47	717.86	197.57	201.47	201.47	54.16	654.67	63.19	8.80

By clicking on the team's Player ID it is possible to see more details. A team can only see its **own** detailed record. The team can also select a view of each completed period. In the screen shot below the view is for period one.

### *About the Scoring Process*

The impact from players' responses has been programmed in the HR Strategizer application to modify revenue and cost figures. Responses will have a negative or positive (reduction in costs or increase in revenue) impact throughout the cycle. For example, a decision to reduce salaries in the Issues and Scenarios section might have a reduction of 10% in Staff Costs, and that would be built in the program for two or three periods: But also, it might have a negative effect further into the budget cycle and result in loss of staff in critical areas resulting in a 3% loss of passenger revenue and that may be programmed in for the rest of the reporting periods.

Similar to the example above some responses may have an immediate negative impact but a longer term gain. That is why **input is limited to the first 5 financial periods** and the outcomes are cycled across the full 10 periods to realise the full financial impact of strategies.

### *Drill Down for More Detail*

Details of each record can be seen by clicking on the **Player ID** on the earlier progress screen shot (see screen shot below). Players can only see their own record because other details, such as team members and name of players, would appear and some players may prefer to remain anonymous.

HR Team A

HR Strategizer Progress Detail

▶ TEAM

▶ Year to Date Profit & Loss (\$ millions) - The BOTTOM LINE (Progress Score)

▶ START POINT (\$ millions) - BEFORE EXTERNAL FACTORS & INTERNAL INFLUENCES APPLIED

▼ Period ONE (\$ million) - AFTER INTERNAL & EXTERNAL FACTORS (Player Score)

Passenger Revenue (f)	112.14	Staff Costs (f)	76.17
Freight Revenue (f)	18.54	Fuel Costs (f)	33.28
Other Revenue (f)	7.21	Aircraft Ops Costs (f)	27.27
		Other Costs (f)	21.82
Total Revenue (f)	137.89	Total Costs (f)	158.54
Profit/Loss (f)	-20.65	Profit/Loss (f) Percent	-14.98
		FEEDBACK Period ONE	Team A

Apart from knowing the financial impact of strategic decisions players also wish to know what the experienced game designers thought. The real value of playing the game comes with the sharing of knowledge between team members and the game designers. The experience of the game designers in similar situations is passed on to the team players through the feedback process. Of course the social media tools are still available to team members to comment on all aspects of the game, including the feedback.

Players can click on the green **FEEDBACK Period ONE** field on the screen above to bring up the team's feedback details.

## Step 8

### Receive Feedback

At the completion of reporting periods one to five players are given feedback on the appropriateness and business impact of their answers. Players receive access to a screen that sets out the HR issues, the possible scenarios they had to choose from, the response they made and a likely outcome from each scenario (see the screens below).

Risk Avoidance (RA) - Period 1 Issues											
RA 1 Issue *Operations have been disrupted recently by a shortage of staff to perform critical functions, mainly due to unscheduled absenteeism. What do you suggest we do?											
Code	Scenario, Feedback & Impact	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10
RA 1 (a)	Work overtime to compensate for lost time and see if situation improves <i>Feedback: Increase in wages bill for periods 2 to 8 whilst alternate solution explored. No impact on revenue as normal operations maintained.</i>										
Staff Costs		29.29	29.58	30.77	31.69	32.96	34.6	35.99	37.79	39.3	41.66
SC(2)/RA1(a)	Impact Factor: 0.05		1.4790								
SC(3)/RA1(a)	Impact Factor: 0.05			1.5385							
SC(4)/RA1(a)	Impact Factor: 0.05				1.5845						
SC(5)/RA1(a)	Impact Factor: 0.05					1.6480					
SC(6)/RA1(a)	Impact Factor: 0.05						1.7300				
SC(7)/RA1(a)	Impact Factor: 0.05							1.7995			
SC(8)/RA1(a)	Impact Factor: 0.05								1.8895		

There are feedback buttons on the HR Strategizer Progress page (see screen shot below) for each period.

**HR Strategizer Progress**  
**Team A**
[Back to List](#)
[Open Activities \(0\)](#) | [Activity History \(0\)](#) | [Feedback Period ONE \(1\)](#) | [HR Strategizer Feedback Period TWO \(1\)](#) | [HR Strategizer Feedback Period THREE \(1\)](#) | [HR Strategizer Feedback Period FOUR \(1\)](#) | [HR Strategizer Feedback Period FIVE \(1\)](#) | [HR Strategizer P&L Impact \(1\)](#)
**HR Strategizer Progress Detail**
[Edit](#) | [Delete](#) | [HR Strategizer Admin](#) | [HR Strategizer Games](#) | [Feedback Master](#) | [P&L Impact Period ONE](#) | [Feedback Period ONE](#) | [Feedback Period TWO](#) | [Feedback Period THREE](#) | [Feedback Period FOUR](#) | [Feedback Period FIVE](#)
**TEAM**
**Year to Date Profit & Loss (\$ millions) - The BOTTOM LINE (Progress Score)**
**START POINT (\$ millions) - BEFORE EXTERNAL FACTORS & INTERNAL INFLUENCES APPLIED**
**Period ONE (\$ million) - AFTER INTERNAL & EXTERNAL FACTORS (Player Score)**

Passenger Revenue (1)	112.14	Staff Costs (1)	76.17
Freight Revenue (1)	18.54	Fuel Costs (1)	33.28
Other Revenue (1)	7.21	Aircraft Ops Costs (1)	27.27
		Other Costs (1)	21.82
<b>Total Revenue (1)</b>	<b>137.89</b>	<b>Total Costs (1)</b>	<b>158.54</b>
<b>Profit/Loss (1)</b>	<b>-20.65</b>	<b>Profit/Loss (1) Percent</b>	<b>-14.98</b>
		<b>FEEDBACK Period ONE</b>	<b>Team A</b>

By clicking on the Feedback Button the screen below is invoked. The Period issue is shown in one section, along with the team's response with the **Blue** label. In the Scenario Options & Feedback section the scenarios are shown next to the **Green** labels and the feedback next to the **Orange** labels.

**TEAM**

HR Strategizer Feedback Name: Team A

**Period ONE - Risk Avoidance (RA) - Issue (1)**

Issue (RA 1- Period ONE) "Operations have been disrupted recently by a shortage of staff to perform critical functions, mainly due to unscheduled absenteeism. What do you suggest we do?"

Your Option RA 1/1 Scenario (b)

**SCENARIO OPTIONS & FEEDBACK**
**RA 1/1 Scenario (a)** Work overtime to compensate for lost time and see if situation improves

**Feedback RA 1/1 (a)** Increase in wages bill for periods 2 to 8 whilst alternate solution explored. No impact on revenue as normal operations maintained.

## Feedback Analysis

Further analysis of the group's (or individual's) management style and strategic reasoning ability is possible from the data gathered during the game. For example, a team may not win the financial performance comparison component of the game due to one or two bad decisions negatively impacting the Profit & Loss statement. However, for most of the game their answers were consistently good and aligned to the game designer's choice of options.

Mentors and game coaches team with HR Cloud Solutions to help groups analyse the effectiveness of their decision making processes, the collaborative effort they applied, and the steps taken to improve their business knowledge and art of providing strategic advice. This feature will be available in future games.

## Applying Game Experience to the Real World

By participating in the HR Strategizer game it is hoped that players will gain an insight into the importance of quality and accurate workforce information to support decision making and to understand and identify trends illustrated by HR metrics to help executives manage the company's financial performance. Underpinning the metrics used in the HR Strategizer game is the existence of a robust, reliable and flexible database. New technology now enables HR to build their own custom solution without relying on HR software vendors to provide their solution and idea of best practice. Every company is different and require their own set of data for today's purposes and must have the ability to change in the future without vendor lock-in. The solution is the new **HR platform technology**. Contact [HR Cloud Solutions](#) for more information on the best infrastructure.