HRIS System Filtering Worksheet

A Practical Tool for Navigating the Indonesian HRIS Market

Why you need a filtering approach

Selecting an HRIS platform in Indonesia can quickly become overwhelming. Depending on how the market is defined, there are roughly 50–70 HRIS vendors actively operating in Indonesia, alongside thousands globally. Many of them promise similar capabilities: payroll automation, attendance tracking, talent management, analytics, and compliance support.

For HR leaders and project teams, this often leads to vendor fatigue. Evaluation lists grow long. Demonstrations multiply. Feature comparisons become increasingly confusing. Eventually, many organizations stall or make decisions based on incomplete information.

This worksheet provides a structured vendor filtering framework designed to simplify the decision process. Instead of comparing dozens of systems, it guides you through a sequence of steps that gradually narrow the field to the systems that truly fit your organization.

What this worksheet does

The framework moves you through six sequential steps:

1. Understand your organizational complexity
2. Identify the HRIS category that fits your operations
3. Shortlist only the vendors that belong in that category
4. Evaluate demonstrations using structured criteria
5. Validate vendor claims through customer references
6. Consolidate insights and select the best-fit system

Each section ends with a YOUR RESULT summary so you know exactly what you should have in hand before moving on.

Important — what this worksheet is, and is not

This worksheet is **not** designed to evaluate every HRIS system. It is designed to systematically reduce the market to the few systems that genuinely fit your organization.

Most HRIS selection failures occur when organizations try to evaluate too many vendors without first clarifying their own operational requirements. While this worksheet does not guarantee implementation success, it does significantly improve the chances of selecting a system that aligns with your organization's operational reality.

The Three HRIS Categories in Indonesia

Start by matching your organizational profile to one of the three market layers below.

Category 1 *SME HR Platforms*	Category 2 *Local / Regional Enterprise Platforms*	Category 3 *Global Enterprise Platforms*
HR scope & what the system must do: • Payroll automation • Attendance and leave • Basic HR administration • Essentials of compliance (BPJS, tax reporting) **Typical organisational profile:** • Usually a single legal entity • One or two locations • Simple payroll and shift structure • HR primarily transactional / administrative *Employee count: typically under ~500 (rule of thumb, not a gate)*	**HR scope & what the system must do:** • Core HR + payroll across multiple entities • Complex shift, allowance and overtime structures • Performance management and talent processes • Recruitment / onboarding workflows • Manager and employee self-service workflows • Local regulatory depth (BPJS, tax, labour law) **Typical organisational profile:** • Multiple legal entities or business units • Several operating locations • HR becoming strategic — moves beyond admin • Growth regional or multi-business *Employee count: wide range from 500 to 50,000 — complexity and talent scope matter more than headcount*	**HR scope & what the system must do:** • Global HCM with standardised processes • Multi-country payroll and statutory coverage • Global reporting and workforce analytics • Advanced talent, succession and workforce planning • Configurable architecture for many business units **Typical organisational profile:** • International operations in multiple countries • HR operating as a strategic global function • Standardisation required across regions *Employee count: not the deciding factor — international footprint is*

Before continuing

Once your organizational complexity layer is clear, the vendor landscape becomes much easier to navigate. Instead of reviewing dozens of systems, the next step is to identify only the vendors that operate in your category.

Section 1 — Organizational Self-Assessment

Before evaluating vendors, clarify your organizational complexity. This should help you understand which category your company falls into. Your answers should broadly match one of the three profiles on the previous page.

Question	Your Answer	Implication
How many employees do we have today?		Scale / vendor sizing
Expected employee growth in 2–3 years		Scalability needs
Number of legal entities		Payroll complexity
Number of operating locations		Attendance complexity
Shift / allowance structures		Payroll configuration depth
Is HR mostly administrative or strategic?		System capability level

How to use this table

Fill in the middle column with a short, honest answer for your organization as it is today — not as you hope it will be. If you are unsure, talk to Finance, Operations, and the business owners of each entity.

Why these questions matter

- Headcount & growth set the baseline for what scale of platform you need — an SME tool will not survive 5,000 employees.
- Legal entities drive payroll complexity and the need for inter-company reporting.
- Locations affect attendance, leave, and regional compliance.
- Shift/allowance complexity is the single biggest reason Indonesian payroll projects fail — be realistic.
- Administrative vs. strategic HR determines whether you need workflow, analytics, and talent modules or a lean payroll-first system.

Watch-out

Most companies over-estimate where they sit. Pick the profile that matches the majority of your answers, not the most ambitious one.

YOUR RESULT

Based on your answers above, you should most closely match one of the three categories below. The majority of your answers should point to a single category — if they're split, pick the category that matches your HR scope (what the system must do) rather than headcount.

✔ ☐ We fall into Category 1 — SME HR Platforms >> Payroll automation, basic attendance

✔ ☐ We fall into Category 2 — Regional Enterprise Platforms >> Multi-entity payroll, manager workflow, talent

✔ ☐ We fall into Category 3 — Global Enterprise Platforms >> Global reporting, standardised architecture

Section 2 — HRIS System Shortlist

Now that your structural layer is known, identify a maximum of three HRIS systems that operate within that segment. The goal of this step is not to choose a system yet, but to narrow the market to a small shortlist worth evaluating in detail.

Many HRIS selections fail because organizations evaluate too many systems or include vendors that do not actually fit their operational layer. Limit your shortlist to three vendors maximum.

Vendor / Product	Category	Indonesia Customers	Payroll Fit	Initial Fit	Notes
HRIS System 1 e.g. ABC	*e.g. 2*	*e.g. 2000+*	*e.g. Fully*	*e.g. High*	*e.g. Strong enterprise presence in our industry*
HRIS System 2					
HRIS System 3					

How to identify HRIS systems

Use multiple sources — vendors with larger marketing budgets often appear first in search and social. Useful sources include:

- Customer review platforms (G2, Gartner Peer Insights)
- HR and technology communities
- Professional HR networks and referrals
- Industry events or webinars

You may also discover strong vendors that don't appear prominently online but have strong local customer bases.

YOUR RESULT

- ✔ Maximum three systems
- ✔ All in your identified category
- ✔ All worth evaluating in demos

How to fill the table

- Category — which segment the vendor serves (1/2/3 from Section 1)
- Indonesia Customers — approximate number of local customers
- Payroll Fit — Excellent / Moderate / Unclear, based on BPJS, tax reporting, local payroll engine, local implementation footprint
- Initial Fit — High / Medium / Low gut-level assessment from first research
- Notes — reputation, strengths, concerns

Section 3 — HRIS System Review

After shortlisting HRIS systems, the next step is to evaluate them through product demonstrations, presentations, and discussions. The goal is to determine whether the vendor appears credible, capable, and suitable for your HRIS transformation project.

The table below is a starting point for a weighted scoring matrix covering non-negotiables and desired criteria. Adjust weights to reflect your organization's priorities before the demos.

Criteria	Weight	System A	System B	System C	Notes / Evidence
BPJS Compliance	20%	*e.g. 20% × 8 =* **1.6**			
Multi-Entity Scalability	10%				
Workflow Flexibility	20%				

How to use the scorecard

Rate each system on a 1–10 scale for every criterion, then multiply by the weight. Enter the weighted result (weight × score) directly in each System cell. The BPJS row shows a worked example.

The final "Sum of Weighted Scores" row is just the sum of the values in each column — the highest total is the strongest overall fit on these criteria.

The weights are examples — adjust them

Local Support Availability	20%				
Integration Capability	10%				
Operational Reality Fit	10%				
Value for Price	10%				
Sum of Weighted Scores	**100%**	**Σ**	**Σ**	**Σ**	

YOUR RESULT

✔ 1–2 systems that stand out as credible and capable
✔ Vendors that understand your operational environment
✔ Vendors worth proceeding with into implementation planning

Before the demos, sit down with the evaluation team and reshape the weights to reflect YOUR priorities. They must still sum up to 100%.

- If you have multiple legal entities (or expect to in the next 24 months), raise Multi-Entity Scalability.
- If payroll complexity is your biggest pain, raise BPJS Compliance and Workflow Flexibility.
- If you're moving from Cat 1 to Cat 2, raise weights on capabilities you don't need today but will need soon.

Keep the team honest

- Evaluation teams often mix "needs" and "wants" — cover both, but make sure non-negotiables stay heavily weighted.
- Use the same scorecard for every vendor and score directly after each demo, while impressions are fresh.
- Document the reasoning in the Notes / Evidence column — you'll need it for consolidation and for the business case later.

Red flags during demos

- Presenter skips past payroll questions or defers them to a follow-up.
- "We can customize that" without a concrete example of another customer doing it.
- Weak local support model or unclear escalation path.

A note on cost

"Value for Price" here is a subjective score. For bigger decisions, a separate Total Cost of Ownership view (licences + implementation + internal cost over 3–5 years) often reorders the final ranking — especially at Cat 2 and Cat 3. If Finance isn't on the evaluation team, have a short follow-up conversation with them before signing.

Section 4 — Reference Call Questions

Before making a final HRIS system decision, speak with at least two existing customers per vendor — ideally from your industry, and ideally customers you have identified yourself (through LinkedIn, industry peers, HR networks, or community referrals), not only the reference contacts a vendor hands over. Select customers that have been live for at least 12 months, as they can speak to real operational usage, not just go-live.

Use these conversations to get an honest picture of the system in daily use, and capture findings in the matrix below.

Question	HR System A	HR System B	HR System C	Notes
How long did implementation take? Was it smooth? Did it go as planned?				
How reliable is payroll after go-live?				
How responsive is vendor support?				
How much internal effort was required? What would you do differently a second time?				
What challenges occurred during implementation?				
Would they choose the same system again?				
Overall Conclusion				

Quick rating scale

- Positive — experience largely successful
- Mixed — some challenges but manageable
- Concern — significant issues reported

How to run the call

- Keep it conversational, not an interrogation — 20–30 minutes is usually enough.
- Ask open-ended questions first ("walk me through go-live"), then specific follow-ups.
- Note tone and hesitation — what people don't say is often as useful as what they do.

Who to speak to

Ideal mix: the HR/Payroll lead (daily use), an IT owner (architecture, integrations), and a business sponsor (commercial behaviour of the vendor).

Red flags

- Vendor will only accept the references they pre-select, or insists on joining the call.
- Customer avoids questions about payroll reliability or go-live delays.
- Heavy reliance on a single vendor consultant rather than the product itself.

YOUR RESULT

- ✔ Realistic expectations about implementation
- ✔ Insight into product and vendor strengths and weaknesses
- ✔ A clearer understanding of internal preparation required

This step often helps confirm the final vendor selection.

Section 5 — Data Consolidation & Final Selection

By completing the previous sections of this worksheet, you should have moved from:

70+ vendors → 3 shortlisted vendors → 3 evaluated vendors → a decision emerging

More importantly, you should have done so using a structured and disciplined evaluation process, reducing the risk of vendor fatigue and decision paralysis. Now consolidate all the collected information on vendor capability, evaluation scoring, and references into a Final Decision Summary like this:

Vendor / Product	Capability Score	Reference Call Conclusion	Strength	Risk	Decision
HRIS System 1					
HRIS System 2					
HRIS System 3					

How to consolidate

- Capability Score — pull the weighted total from Section 3.
- Reference Call Conclusion — your overall read from Section 4 (Positive / Mixed / Concern).
- Strength — the top two or three reasons this vendor could win.
- Risk — the top two or three reasons this vendor might fail for you.
- Decision — Proceed / Hold / Drop.

Watch for the "comfortable second choice"

Sometimes the highest-scoring system carries the highest risk. A slightly lower-scoring vendor with strong references and a realistic implementation plan is often the safer pick.

Decision meeting

Run a short decision meeting with the evaluation team using this table as the only artefact. If people want to re-open scores, question the criteria — not the scores themselves.

YOUR RESULT

- ✔ A preferred product and vendor
- ✔ Clear expectations to be documented in the agreement
- ✔ A shared understanding of the implementation process

This allows the project to move forward with realistic expectations and aligned responsibilities.

Section 6 — Contract Safeguards

Once you have identified your preferred HRIS system, the final step is to ensure that key expectations are clearly reflected in the agreement before implementation begins. Contracts cannot eliminate implementation risk — successful projects depend on collaboration between the vendor and the customer team.

However, clear expectations around support, implementation, and optimization can significantly reduce misunderstandings later. This step is about ensuring that the most important operational commitments are documented. Before signing a contract, confirm:

Safeguard	Confirmed
Clear implementation timeline *Phases, go-live date, dependency on customer tasks.*	☐
Scope of Work *Modules, entities, countries, integrations — named explicitly.*	☐

Why contract safeguards matter

The moment to negotiate these points is before signing — afterwards, your leverage is gone. Vendors are almost always willing to commit on paper to what they already promise verbally.

Watch-outs

- SLAs without penalties are just promises — ask for credits or step-up remedies.

Defined support SLAs *Response and resolution times for each severity level.*	☐
Regulatory update commitment *Who updates the system for BPJS/tax/labour-law changes and how quickly.*	☐
Training and onboarding coverage *Which roles are trained, in what format, and for how long.*	☐
Escalation contacts defined *Named individuals on both sides, with backup contacts.*	☐
Optimization review commitment *Scheduled reviews 3, 6, 12 months after go-live.*	☐
90-day hypercare clause defined *Dedicated attention from the vendor immediately after go-live.*	☐
Exit clause clarity *Data export formats, transition assistance, and timelines.*	☐

- "Standard support" usually means business hours only. Define what you actually need.
- Regulatory updates: specify a maximum time from regulation change to system update.
- Hypercare is not the same as warranty — spell out what hypercare includes.
- Data export: ask for a sample export file before signing, not after.

Get legal involved

HR and Procurement should run the commercial and operational terms; legal should pressure-test liability, data privacy, and termination clauses.

Final Word

HRIS selection does not guarantee implementation success. But a structured decision process dramatically increases the chances of choosing a system that fits your organization.

Looking for an HRIS that fits?

For organizations evaluating enterprise HR systems in Southeast Asia, learn more about **SunFish HR** — a regional platform designed for complex payroll, multi-entity organizations, and local compliance. If SunFish HR looks like a fit for your organization — we would welcome the conversation.