

Improving Government Project Charter Human Resource Information System

Title	Human Resource Information System
Sponsor	Debbie Colbert, Deputy Director of Oregon Department of Fish and Wildlife (on behalf of the Improving Government Steering Committee) Sarah Miller, DAS Deputy COO
Project Manager	Joyce Martinez, Statewide Initiatives, DAS Office of the COO Nathan Rix, Statewide Initiatives, DAS Office of the COO
Problem Statement	<p>The Position Personnel Database (PPDB), which is a database of employee records, and the Position Information Control Systems (PICS), which manages budgeted positions, are over 22 years old. They were built with technology that requires dedicated staff with IT skills to access, maintain, report and analyze information. The technology does not provide basic information that is important to modern personnel management (such as span of control) and requires expensive modifications and interfaces to integrate the data with other systems. The PICS “budgeted positions” system is a budget system that was not designed to help agencies manage personnel. As a result, many agencies have built shadow systems to facilitate the day-to-day management and control of personnel. These systems vary widely in functionality, are built using many different tools, and require their own support. This results in higher costs, large gaps in functionality, and an inability to produce enterprise-wide analysis. The Hackett Group report observed that without technology tools to support HR processes, the state will be forced to maintain more manual processes.</p>
Purpose & Expected Results	<p>Purpose: To build a compelling business case for the State to seek a modern, comprehensive Human Resource Information System (HRIS) to replace the two legacy systems, (PPDB) and (PICS).</p> <p>Initiation Phase Expected Results: A comprehensive business case that can be supported by the Legislature and inspires them to fund the remainder of the project.</p> <p>Long Term Expected Results: A new HR system will provide more robust tracking of employee and position information enabling improved management decision making through on-demand data analysis and reporting. To select and implement a modern HRIS across the enterprise that will enable standardized HR business processes, improve efficiency and eliminate the need for many shadow systems.</p>

Financial Objectives

Spend no more than \$2 million in legislatively approved agency assessments to determine enterprise readiness, business need and planning for an enterprise HRIS. The money will be used to hire contractors with industry expertise on implementing enterprise IT systems and the business change that it entails. State project staff will also participate on the project.

Funding Source

Legislature approved agency assessments

Project Success Measures

1. Establish a strong executive governance structure that advises and champions the project to the enterprise.
2. Provide a vetted business case, RFP, scoping document and description of system functionality including the process used to prioritize features to be included in the selection process for presentation to the Legislature in February 2014.
3. Provide a high level, actionable enterprise implementation plan including a roadmap for business process standardization and enterprise readiness for presentation to the Legislature in February 2014.

Implementation Timelines, Expected Duration & High Level Milestones

The initiation phase of the project begins in May 2013 and includes an enterprise readiness assessment to determine the level of required business process change, as well as the development of a comprehensive business case for the project. An approval gate to (approval for) the execution phase will be in February 2014 when the business case is presented to the Legislature with a request to move forward with the project.

- May 2013 – Initiation Phase of the project begins with developing a scope of work and governance structure
- June – December 2013 – Enterprise Analysis conducted and Roadmap to Readiness created
- June – RFI released to solicit information on what is available in the market place and see functionality demonstrated
- July - December 2013 – Requirements gathered and vetted across the enterprise
- July 2013 – HR System vendor demos
- July 2013 - February 2014 – RFP development
- February 2014 – Business Case is presented to the Legislature with a request to move forward with the project
- March 2014 – RFP released if Legislature approves the project

Improving Government Project Charter Human Resource Information System

Alignment

This project aligns with other Improving Government Steering Committee projects such as the Payroll Consolidation and Time Attendance project and the Personnel Action Processing and Records Management project.

Scope

The scope of the HRIS Project Initiation Phase is limited to building a comprehensive business case to replace the legacy enterprise PPDB and PICS systems. The business case for a new system will not introduce any barriers to incorporating future functionality. Some agency shadow systems may be captured by the normal business processes of the new system but none are guaranteed.

The new enterprise HR system will support the legacy systems' current interfaces with the Oregon Budget Information Tracking System (ORBITS) and Oregon State Payroll Application (OSPA). Potential additional interfaces will be evaluated and prioritized.

Recommendations on HR shared service opportunities in the enterprise and how an HRIS can facilitate shared services will be included in the scope of this project.

Customer Impact

All HR departments and their customers across the enterprise will be impacted by a new HR system as their business processes will need to change to work with a new system. The business case will recommend acquiring the services of a company skilled in change management to help agencies change their processes as painlessly as possible.

**Key
Stakeholders**

Legislature and the Legislative Fiscal Office (LFO)
Chief Financial Office (CFO)
Chief Human Resources Office (CHRO)
State Chief Information Office (CIO)
Enterprise Human Resource Services (EHRS)
Agency Directors
Clients of EHRS
HR Directors
State HR Directors Group
Agency budget offices
Agency payroll managers
All state employees
HR Departments
Administrative and Business Services Directors
HR CUB
ETS CUB
Agency CIOs

Project Approach

The project approach is building on the work done in the 2008 HRIS business case. The project team will employ the services of a contractor from the Enterprise Initiative Master Agreement to conduct an Enterprise Readiness Assessment to determine the amount of diversity between agencies and their HR processes. This contractor will provide guidance on how to standardize processes across the enterprise, recommend HR shared service opportunities, and provide a roadmap for how to ready the enterprise for a new HR information system.

An RFI will be released to HR system vendors to discover what types of systems exist in the market place and what functions and features are typically available. Vendor demos will be conducted to give stakeholders a visual understanding of the new technology. Requirements of the new system will include market place features that would benefit Oregon.

Another company will be contracted through the Covendis system to conduct requirements validation sessions and vet the requirements across the enterprise. This contractor will assist with RFP development and proposal evaluation criteria.

The project team will employ the services of an Independent QA contractor from DAS CIO's QA Talent Rotation to identify risks, recommend mitigation strategies and monitor the other contractors' performance.

Improving Government Project Charter Human Resource Information System

Major Project Risks

- Lack of ongoing support from the Enterprise Leadership Team (ELT) may impact the success of this project.
- Agencies may delay engagement or disengage if there is not strong, continuous support from agency directors.
- The Legislature may not approve the project going forward.
- Preliminary analysis may underestimate the level of diversity in HR business processes across the enterprise.
- End users of HR processes may be reluctant to adopt changes and standardization.
- Previous HRIS replacement systems that were initiated and planned but not executed may leave the enterprise skeptical of project success.
- Stakeholders may want to increase the scope beyond PPDB and PICS which would impact budget and schedule.
- The project's short time frame and a possible lack of resource availability could impact the quality of the work products.
- A major change in the State's compensation model could impact the project's scope and requirements.

Risks of not doing the project

The primary risk of not building a business case to replace these two legacy systems is the State will be deferring an opportunity to prepare for system disruptions as technical expertise to maintain these systems will continue to diminish as employees retire or leave the agency. Shadow systems will require maintaining a workforce that spends more time on manual processes at the expense of managing their business.

Sponsor Approval Signature

Signed and approved 6/11/2013

 Debbie Colbert and Sarah Miller

 Date

Approved Project Change Requests:

<i>Change #</i>	<i>Date</i>	<i>Person</i>	<i>Change Description</i>

Improving Government Project Charter Human Resource Information System