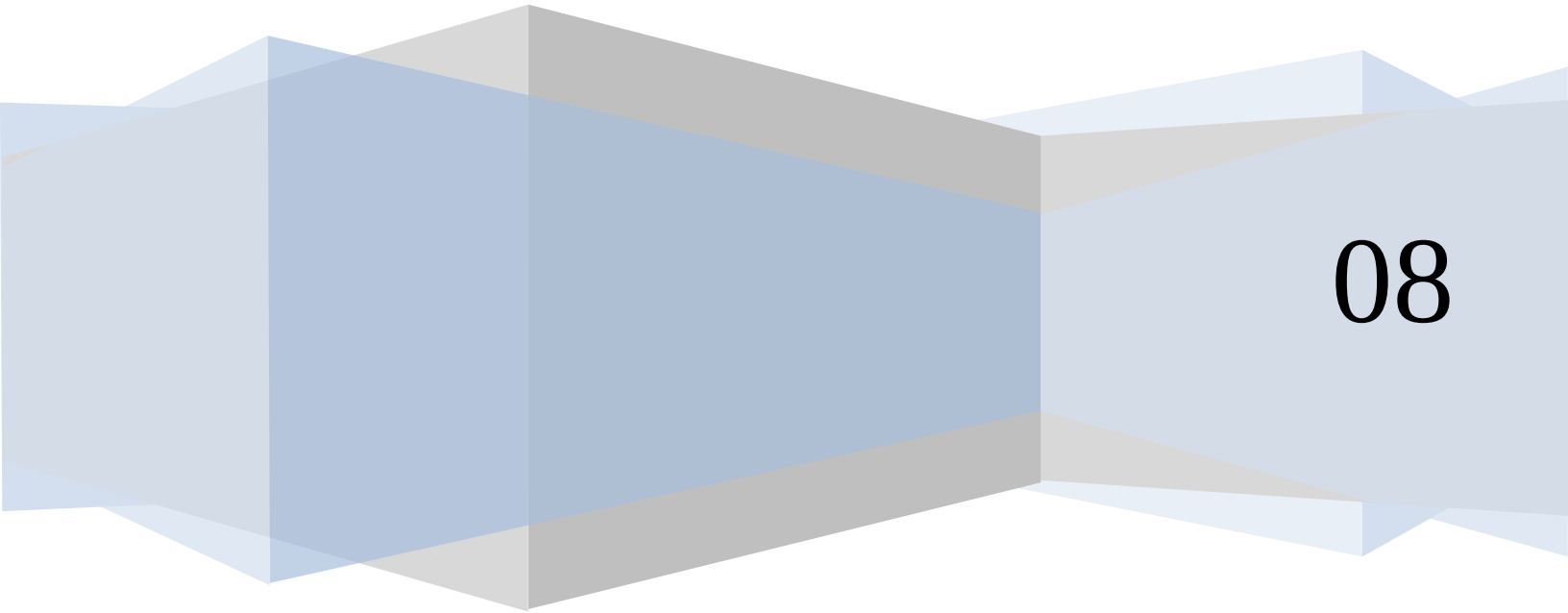
Maximum Potential International

Rapid Implementation Methodology (R.I.M. Overview E-Book)

Mary Ann McIlraith



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Forward

Imagine you are on a journey. Your mission is to travel to the Pacific RIM. You must complete your journey within 2 months and your budget for the journey is $20,000 in U.S. currency. When you arrive you are to have the time of your life, relaxing, site seeing and meeting interesting people who share wonderful, fascinating stories, intense with knowledge. You tell yourself, "No problem, sounds like this journey will be an opportunity of a life time"!

Now for reality: The Pacific RIM is a wide area of both land and water mass. The Chief did not tell you that the journey was to be by sail or power boat, your budget may not be enough to cover this expense, and let's not even mention the time that will be required. Your expectation was that you would fly to the Pacific RIM and your days would be filled with fact finding and meeting these wonderfully interesting masters. You don't find out until you get there that the expectation was to write a manuscript on the Culture and Business Opportunity that awaits the U.S. within the Pacific RIM. You also find out that you must research all countries along the way. This was not what you had in mind and you feel you are not prepared.

Does this story sound familiar? Its sounds like the new Project Manager who has been psyched-up for the "journey" - he/she is so excited about the new implementation and how it will change the landscape of the Company, not to mention how the Department will shine. Turning the Vision into Reality is the job of the Project Manager. Unfortunately, the Project Manager may not have been a Project Manager before or has never gone through an implementation. Therefore, the Project Manager might not be aware of what awaits him/her.

The Captain (Project Manager) hears tales from the crypt that "it's a walk in the park" and thinks they are on an exciting trip that ends with them finding a "treasure chest". While this may be true, it is not all smooth sailing. If you have never been on the journey you may not be aware that you need a "life boat, sun protection, special sun glasses, a cap, distilled water, navigational aids, and a competent crew". However without these necessities, you will soon find yourself "shipwrecked". And so, we see the same thing happening with Project Implementations...

When the Captain (Project Manager) set sails with their crew, the team is motivated, excited and ready to chart new waters. But within 30 days of the journey they discover dysfunctional roads, lack of organization, misunderstanding of what to do next, how long it should really take, what in the world they are to deliver, what are the expectations and so on. This

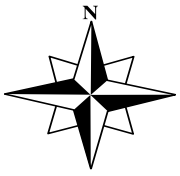
is not a desirable state. The super star team that was selected is now broken-down and unmotivated because of the lack of direction. They are fearful because they know they MUST TRAVEL TO THE PACIFIC RIM and they know they are not properly equipped. Reality has set in.

So although the Captain (Project Manager) sets out to sail with stars in their eyes, visions of turning strategy into reality, they may soon find themselves in the middle of the Baltic Sea, a storm is coming and they do not have a GPS or a back-up radio, and the life boat couldn't set sail in the bath tub. This is happening at 8 out of 10 companies today. Organizations are not equipping their Captains (Project Managers) with the proper tools because they are unaware of the what the proper tools are, not to mention where they can acquire these tools. This is the reason behind "equipping" the Project Manager (and Project team) with Rapid Implementation Methodology (R.I.M.).

For the past 20 years of project implementation, I have observed project teams struggle through the "rough and uncharted waters" of implementations. This is what has inspired the delivery of these modules. We wanted to provide a TOOL-KIT, A COMPASS, and CHARTS to help the Project Manager, as well as the Team, navigate through an implementation and ARRIVE AT THEIR DESTINATION SAFE AND HAPPY and growing tremendously along their journey. This can be the time of their lives. They have the opportunity to gain valuable experience; all they need is direction - a CHART for them to follow. We owe it to our Project Teams to provide all the Tools necessary for a successful implementation. We could also mention the exposure and risk that the Executive Team faces if they do not provide the Leadership and investment in Tools that the team needs. Therefore, my message is if you want a successful journey, if you want the vision to turn into reality, make the proper investments and develop a plan of action before you send the crew to the PACIFIC RIM.

God Bless and Enjoy a Successful Journey,
Mary Ann McIlraith

This book is dedicated to all the Project Teams (crews)
that were sent to sail without a compass.



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Module I: Introduction

Introduction to R.I.M.

1. 1 The Challenge

- Delivering small and large scale Implementations on-time and within budget.
- "High Performance" work teams that require minimal management (self-directed, self-starters).

Organizational restructuring, massive reductions in resources, and rapid time-to-market methods have changed the face of project, program, and process management. Your job as a project team member is more difficult, more complex, and larger in scope than ever before. The pace of change in today's workplace is unprecedented and unrelenting. Every heads-up organization and manager recognizes the need to stay current and the need to develop people or face the inevitable consequences: lower profits, loss of market share and reduced competitiveness within the market.

Increasingly, organizations are looking for technically competent professionals with a demonstrated track record of project and program leadership.

Project professionals must transform themselves from implementors to initiators.

This new business model requires project professionals to develop a new set of job skills. Project Implementation professionals who ignore this emerging workplace reality not only risk personal obsolescence but also place the competitive position of their organizations at risk. Today's project manager must pursue ways to get work done smarter, faster, and ultimately less expensively, while still delivering high-quality business solutions.

Project and process-related problems usually stem from poor planning. If you want to reasonably predict the schedule, costs, and outcomes, then you must define that process (methodology) fully, at the beginning of the project, and then you must continually improve it over the life of the project. A project that does not follow a sound methodology will have a longer schedule, higher costs, lower product quality, and team morale problems. Organizations in today's competitive marketplace must endorse and follow sound project management practices.

1.2 The Opportunity/Solution

Rapid Implementation Methodology (R.I.M.) provides new project leadership tools specifically designed to address today's technology. Mastering R.I.M. will be easy because the "Methodology", although very powerful, is a SIMPLE process of a "Building Block Theory". On the following page are several key features of R.I.M. that will be evident throughout the manual:

- Easy to use and learn;
- Goal is to get the team to where one can represent the whole;
- Focused on time compression;
- Business entities have a hand in delivery of the business deliverables.

By mastering the R.I.M. strategy, you will learn the methods, processes, and leadership for getting a project implemented in today's fiercely competitive and complex environment! We believe that R.I.M. is one of the best ways for you to stay abreast of these incredible changes, and to learn first-hand about real-world solutions and simple performance measurement tools that can help you conquer uncertainty in your project environment and be better prepared for a smooth implementation. Cross functional project teams are the primary means for converting ideas into marketable products and services. If you pay attention, you'll notice several core concepts used in related sections. Because so much of the methodology is interrelated and forms a cohesive whole, we found it helpful to repeat concepts which have shared components. This goes along with

the time compressed, Building Block Theory! We hope this helps facilitate the learning process, while reducing the need for cross referencing related issues (i.e. flipping back and forth through the guide).

Competency and experience in scheduling, budgeting, resource allocation, and delivering on the specifications, is the minimum level of expectation. Today's project professionals must propel themselves to get up to speed on such essentials as:

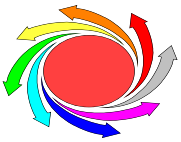
- Working with teams and flattened hierarchies
- Keeping the team focused and motivated
- Ensuring customer satisfaction
- Delivering projects on-time and within budget
- Utilizing third parties where appropriate
- Managing the organization - sideways, up and down
- Delivering process improvements - Rapid Re-engineering Discipline (R.R.D.)
- Managing contracts
- Achieving profitability
- Dealing effectively with risk

Re-engineering is great, but it has a distinct drawback - it takes a lot of time! 

By the time you get the Business Deliverables re-engineered and completed, it's out of date! Rapid Re-engineering Discipline (which is part of R.I.M.) gives you the necessary time compression so that your time-to-market (delivering world-class business solutions)

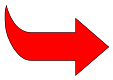
is reduced, while providing unparalleled teamwork and customer satisfaction at reduced costs.

In today's corporate environment, you must go beyond delivering the minimum ... **go to the R.I.M.** to help you achieve your business and personal goals! You need the edge that R.I.M. can provide for you. With R.I.M. the result is a successful project implementation and a team everyone wants to work on. And remember, in the fast paced, stressful project life-cycle, have fun and enjoy the process of personal growth. Organizations will seek your leadership and project experience after the "**R.I.M. Experience**"- so be ready!



Module II: Overview & Processes of R.I.M.

Overview & Processes of R.I.M.



The better the road map, the more equipped you are to arrive quickly at your destination.

2.1 Introduction

This is a "How-To" book that guides Project Managers and team members, step by step through the Implementation Process and provides sample tools, matrices, flow charts, tables and explicit direction that will enable a project team to take action immediately. The following are the educational objectives that we had in mind when developing the R.I.M. manual:

1. Provide a leading-edge, simple but comprehensive, methodology and real-life experiences that will contribute to your team's success.
2. Provide a comprehensive **Project Tool-kit** that will give your team the necessary "jump-start".
3. Help the project team get organized, get productive and headed in the right direction.

4. To have fun and share knowledge at the same time!

R.I.M. is an established formula that delivers products faster, better, and within budget. It has worked reliably well in the past and continues to deliver outstanding results, even in major adversity. R.I.M. will enable your team to deliver a "World Class Human Resource, Benefits, and Payroll Enterprise" utilizing client/server technology. But in order for R.I.M. to be effective you have to open up your minds and be prepared to learn a great deal of information.

> *∴∴ " Our greatest learning comes from when we are unaware that we are*
>
> *learning something. We can study a technique or focus upon a project*
>
> *for days, but the essence of it just does not seem to click. Then something*
>
> *happens. The fog clears and we notice that we have moved to a new*
>
> *level of truth without ever knowing how we got there. It was not our*
>
> *straining or trying that brought is to this new level. It was our willingness*
>
> *to be aware of what had already taken place that opened new doors." ∴∴*

So open up your minds and be prepared to learn…

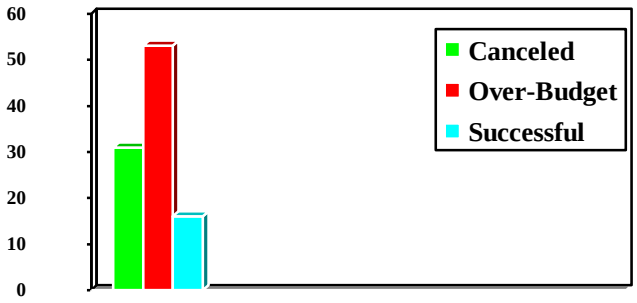
2.2 Outline of Implementation Methodology

Project Implementation can be an extremely challenging endeavor for most organizations. In fact, the majority of projects go over budget and/or are not finished on time; some projects may not finish at all.

Industry Benchmarks

- 31% of all software projects are canceled before completion
- 53% of all software projects overrun cost estimates by 189%

- 16% of all software is considered successful upon completion



As the statistics indicate, being successful is a terrific challenge for Project Teams.

But having a proven methodology to follow can facilitate the whole process and increase the probability of a successful outcome.

R.I.M. can help your team be a part of that 16%.

Fundamental Principles of Rapid Implementation Methodology (R.I.M.):

- **Time compression** – accomplishing multiple steps simultaneously
- Comprehensive **tool-set** for quality testing and benchmarking/performance measurements
- Built-in process for **partnering** with the Business community
- Built-in **quality control** at strategic integration points
- Highly motivated, **self-directed** project teams
- Maximum **knowledge transfer**

The **R.I.M. tool-kit** (**Figure 2A**) identifies the recommended tools to guide you and your team through each stage of the project cycle. These tools have been grouped according to the stage in the project that they are used for. For a complete listing of all the R.I.M. tools (figures – charts, matrices, illustrations, etc.), please refer to the **Table of Figures** (immediately following the **Table of Contents**).

Figure 2A

Client-Centered ToolKit: Summary of R.I.M. Tools

Focus	Tools	Module
Project Planning	PeopleSoft Functional Deployment Timeframe	II
	Project Timeline	II
	Business Implementation Flow	II
	Strategic Measurement Matrix	III
	Project Objectives Matrix	III
	Executive (J.A.D.) Business Deliverables	III
	Assumptions in preparing Plan	III
	Strategic HRMS Project Plan	III
	Agenda for Exceutive Steering Committee	III
	R.I.M. Project Planning	VI
	Project Planning Stage Flowchart	VI
	Detailed Work Break-down Structure	VI
	Gannt Project Chart	VI
Project Quality Controls/Organization	List of R.I.M. Quality Controls	II
	Implementation Estimating Assumptions	III
	PeopleSoft Team Roster	IV
	Project Job Descriptions	IV
	Project Roles & Responsibilities	IV
	PS Team Profile Analysis – Core Members	IV
	PS Team Profile Analysis – Non-core Members	IV
	Team Readiness Scale	IV
	Weekly Status reports	IV
	Project Team Organization Chart	IV
	Employee Evaluation	IV
	360 Degrees Performance Evaluation	IV
	Project Library Procedures	IV
	Change Control, Change Control Process	IV
	Change Control Flow Chart, Change Notice	IV
	System Change Proposal	IV
	Deviation & Waiver for Change	IV
	Version/Release Control	IV
	Risk Analysis	IV
	Open Issues Log	IV
	On-Line Change Log	VII
	Batch Customization Log	IX
	Daily Accomplishment Log	IX

R.I.M. is used throughout the entire implementation – it takes the Project Team from the beginning planning stages to the final production stages. The **Total Implementation Chart** (**Figure 8D**) provides an illustration of the Implementation Process Flow.

In this chapter, you will be guided step by step through the Total Implementation Process. For delivery purposes, we have broken down the Total Implementation Process into four key stages/phases (high-level) and identified the role of R.I.M. in each phase.

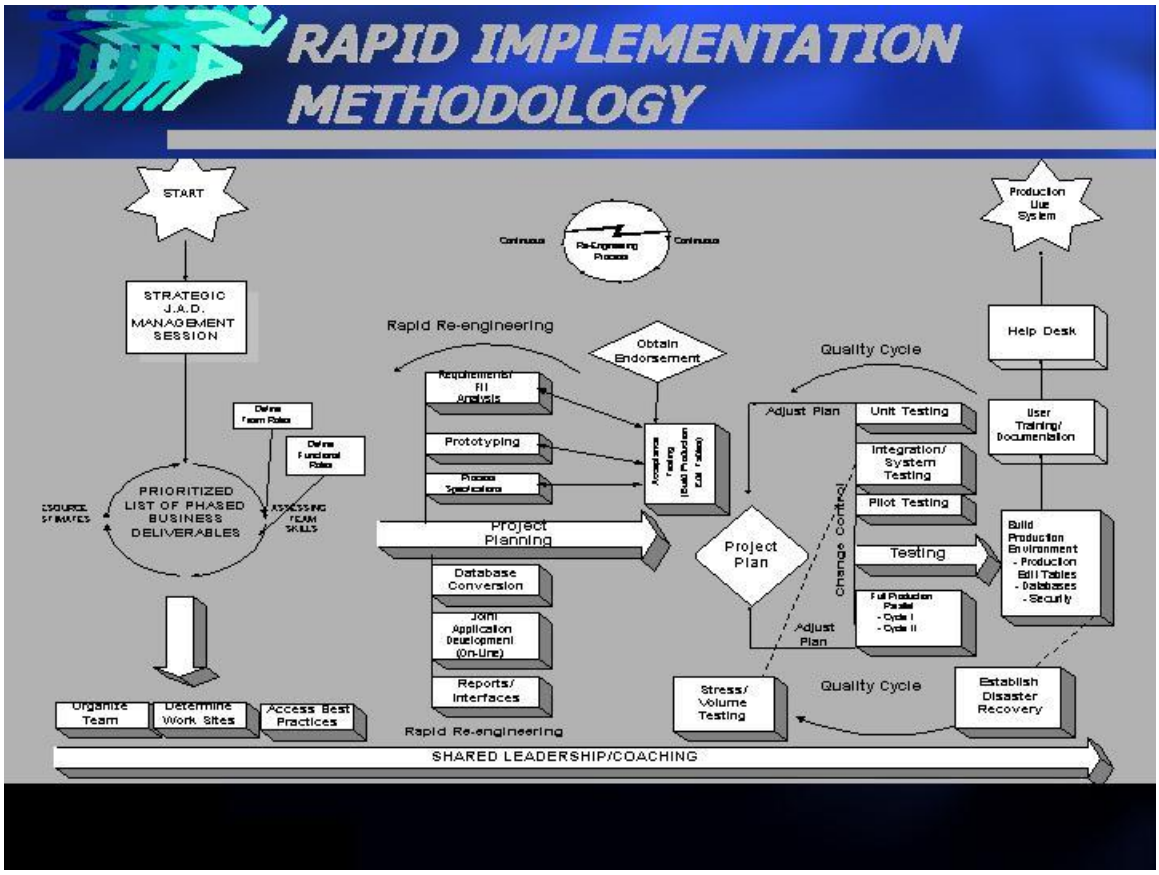
Breakdown of the Total Implementation Process:

1- Planning

2- Building Block Theory (R.R.D., Fit Analysis, Building the System)

3- Testing and Quality Gates

4- Production



2.3 Planning

A Plan Without Action is Like Dreaming and Never Really Experiencing the Real Success.

2.3.1 Planning Approach – Getting Started

Before you start, you must "kick-off" any phase of strategic planning with one (perhaps several) **Executive (Level) Joint Application Design** (J.A.D.) sessions with your sponsors so that you can ascertain the critical business objectives. A J.A.D. session is simply a high-level facilitated, "brainstorming" session where the sponsors and project planners collaborate on identifying the goals and objectives of the project. It sets the stage

for developing a cohesive partnership between the project leadership and the sponsors (***E*xecutive Business Drivers**) of the project. The main purpose of the Executive J.A.D. session is to get everyone involved in the project: shared ownership, shared leadership, shared risk, and shared success. It is during the J.A.D. session that the scope of the project (deliverables, dates, etc.) is determined, questions are answered (Why are we doing this? Where are we going with this project?), and expectations are measured. A Steering Committee (Partner's Council) should be formed to promote collaboration and ***S*ponsorship** of the project. There will be risk involved with the project and the sponsors will need to assist in managing this risk. It is this up-front ***P*lanning** with the Executive Sponsors that will shape the direction of the project.

"In order to avoid many of the up-front problems associated with a Project, you must have E.S.P."

Output of J.A.D. Session:

- **Strategic Measurement Matrix** (**Figure 3A**) – global outline of project objectives, strategies, initiatives, paybacks and estimated annual savings. It is a good idea to update and use this matrix throughout the project as it can help you control "scope creep" and keep your original project priorities clear in everyone's mind.
- **Project Objectives Matrix** (**Figure 3B**), a more finite breakdown of the Strategic Measurement Matrix.
- **List of Business Deliverables** (**Figure 3C**) - At the conclusion of the J.A.D. session a prioritized list of milestones/deliverables and the projected dates should be documented. (Note: These should be phased deliverables, do not try to accomplish or

commit everything for delivery in the first phase. Small to medium size wins yield a nice payback and get people excited about the system).

- **Business Implementation Flow** (**Figure 2B**) – After the J.A.D. session, the business community needs to be educated on their role in the implementation. This document will be used to illustrate the major business implementation flow and the involvement of the Business Community (e.g. HRIS Committee, Functional Champions, Team Agents).

Strategic Measurement Matrix

OBJECTIVE	STRATEGY	INITIATIVE	PAYBACKS	Est. Annual Savings
Reduce Administrative costs via technology	Make employee data, where appropriate, accessible across the corporate network from distributed data bases	New Global Comp Planning System, Distributed Emp Data/Access/Linkages (Inquiry)	Reduction in HR reporting costs: DP and HRIS headcount.	$1.6MM ↓
		Personnel Migration (Update)	Reduction in HR key entry costs; improved data quality.	
	Distribute the update of selected core data to Business Units	Benefits Re-engineering	Minimal data redundancy, reduction in Benefits data, transfer labor, improved Benefits employee service and reporting.	↓
	Architect integrated, distributed data base of personnel, payroll, compensation and benefits data	Distributed Employee Data/Access/Linkages (Inquiry), HR Reporting	Allow Firm to reduce mainframe commitment, increased development productivity.	
	Migrate HR Reporting, Personnel and Payroll off the mainframe		Facilitate linking employee data to other distributed systems.	
Adhere to firm strategy to migrate from mainframe	Migrate HR Reporting, Personnel and Payroll off the mainframe	Personnel Migration, Migration of Payroll	Same as above	↓
Support the re-engineering and integration of HR administrative processes into Business Units	Distribute the update of selected core data to Business Units	Personnel Migration	Same as above	
	Make employee data, where appropriate, accessible across the corporate network from distributed data bases	New Global Comp Planning System, Distributed Emp Data/Access/Linkages (Inquiry)		↓

Figure 3B

Project Objectives Matrix

PROJECT OBJECTIVES -RELEASE ONE

Objective	How It Will Be Realized	How It Will Be Measured
Increase ratio of Firm employees to HR employees	• Elimination of centralized HRIS data entry • Reduction in # of data analysts	The ratio (employees to HR staff) is currently 58 and is targeted to be 75.
Consolidate systems to reduce maintenance costs and provide flexibility	• Remove current system • Eliminate stand-alone employee profile system • Eliminate future dating entry system • Eliminate pending data base • Reduce # of foreign PC and spreadsheet-based "systems"	Listed systems should no longer be in production; record number of foreign PC data bases eliminated.
Provide an end-user ad hoc reporting tool	• Use tools that come with core package	Provide usage statistics on these tools.
Consolidate HR updates into one database	• Remove need for double entry by ensuring data required for reporting is stored in core data base	Validate that double entry is no longer required.
Capture mgmt. reporting data (i.e., who works for whom)	• Include new data requirements in data model	Validate that data requirements are met and that maintenance processes are implemented. Survey client base.
Improve system ease-of-use	• Install new GUI system and replace old character-based interface • Provide on-line documentation	Validate that GUI is implemented and documentation is available on-line.
Improve availability of headcount data	• Distribute input of data to business unit reps.	Validate that reports are accurate and available daily.

Figure 3C: Sample output from an Executive J.A.D. session.

XYZ/PEOPLESOFT
MAJOR BUSINESS DELIVERABLES

Phase I Implementation Deliverables - October

Human Resource Management

☑ Convert XYZ's (HRMS) to PeopleSoft
Re-engineered Processes
New Hire, Job, Compensation,
Demographic Information, etc..

☑ Integrate Existing Environment (HR\PAY)
Combine information into one database,
where on-line retrieval and update is possible.

☑ Establishing Security Measures - incorporated into the System

☑ All Production Tables (company policies) will be in tables
(external to program code) enabling HR and
to update and retrieve information rapidly.

☑ Track Employee from New Hire to Terminated Status

☑ Organizational Structures
- Company\Location\Department
- Job Code Structures
- Salary Grade Structures

☑ Personnel Administration (Core Data)
Employee Demographic data
Employee Status Tracking
Name, Address, Emergency Contact, etc...

Phase I Implementation Deliverables - October

Human Resource Management (continued)
Page Two

☑ Salary Administration Processing
Basic Compensation Processing
Rates and Salary Grades
Job Evaluation (function only - no data available)

☑ Job Control and Tracking
Job Titles
Promotions

☑ Employee Performance Review Process

☑ Career Planning (function only - no data available)
Career Pathing & Leveling
Force Ranking & Potential
Career Goals
Career Mentoring
Career Strengths and Developmental Areas
Career Development Plan
Career Assignment Summary (history)

☑ Training & Education

Formal and Informal Education stored
Defining Requirements (function only - no data available)
Defining Licenses/Certification Information
Defining requisition numbers
Defining Tests
Defining requisition numbers

☑ Labor Relations Classifications (function only - no data available)
Grievances
Disciplinary Steps, Types and Action

☑ Company Property Tracking (function only - no data available)

Phase I Implementation Deliverables - October

Human Resource Management (continued)
Page Three

☑ Employee Skills Tracking (function delivered - no data available)
Search Capabilities

☑ Applicant Tracking (function delivered - no data available)
Requisition Control
Recruitment Processes
Interview Schedules, Testing requirements, etc.
Skills linked to Jobs

☑ EEO-1 Reporting
Affirmative Action (function only - no data available)
Work-force Analysis Reporting
Job Group Analysis, Summary, Rosters

☑ Skills Inventory (function only - no data available)

☑ History Retention - available On-Line
To and From dates stored for statistical modeling.

Phase I Implementation Deliverables - October

Page Four

Payroll Processing

- ☑ Time Entry and Attendance Front-End
  Custom time and attendance model developed
- ☑ Payroll Policies Stored on Tables to support growth
- ☑ Custom Earnings Statement
- ☑ Garnishment Processing
- ☑ Exception Earnings & Deduction Processing
- ☑ Federal, State & Local Tax Options for Employee
- ☑ Reversing a Paycheck
- ☑ Entering a Manual Check
- ☑ Employee Information available On-Line
  Earnings, Taxes and Deductions
- ☑ Bond Processing
- ☑ On-demand Checks
- ☑ Special Accumulators for Earnings & Deductions
- ☑ Employee Expenses (from A.P.)

☑ Required Govt. Forms/Reports/Magnetic Media Reporting

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Page Five

Benefits Administration

☑ On-Line Access to Benefits Administration Data

☑ Dependent and Beneficiary Processing
On-Line Access to Detail and Summary Information

☑ Automatic Deduction Setup/Calculation

☑ Administration of Benefit Plan Information (On-Line)
Define Benefit Plan Detail on Tables
Defining Provider Information
Defining Coverage and Calculation Rules
Defining Life and AD/D Detail
Defining Disability Plan Detail
Defining Investment Detail
Defining Leave Plan Information
Defining Retirement Plans
Defining Pension Plans (information only)

☑ Ability to Establish Benefit Programs
Grouping Similar Employee coverage

☑ Benefits Enrollment (not high volume or open enrollment)
Phase II will install Open Enrollment module

☑ Discrimination Testing

☑ Flexible Pre and Post Tax Processing

☑ Rules Allowed for Setting Benefit Compensation Base

☑ Automatic Integration Into Payroll Process Cycles

☑ Benefit Totals Available On-Line

Phase I Implementation Deliverables - October

Page Six

General

☑ The ability to keep up with Bank acquisitions

☑ State-of-the-art tools, system and case technology to support the banks growth and diversification

☑ Disaster Recovery Procedures/Site

☑ Roll-out On-Line Access For Employee Inquiry (to selected areas)

☑ Reporting Tools (rolled-out to selected areas in phase I)

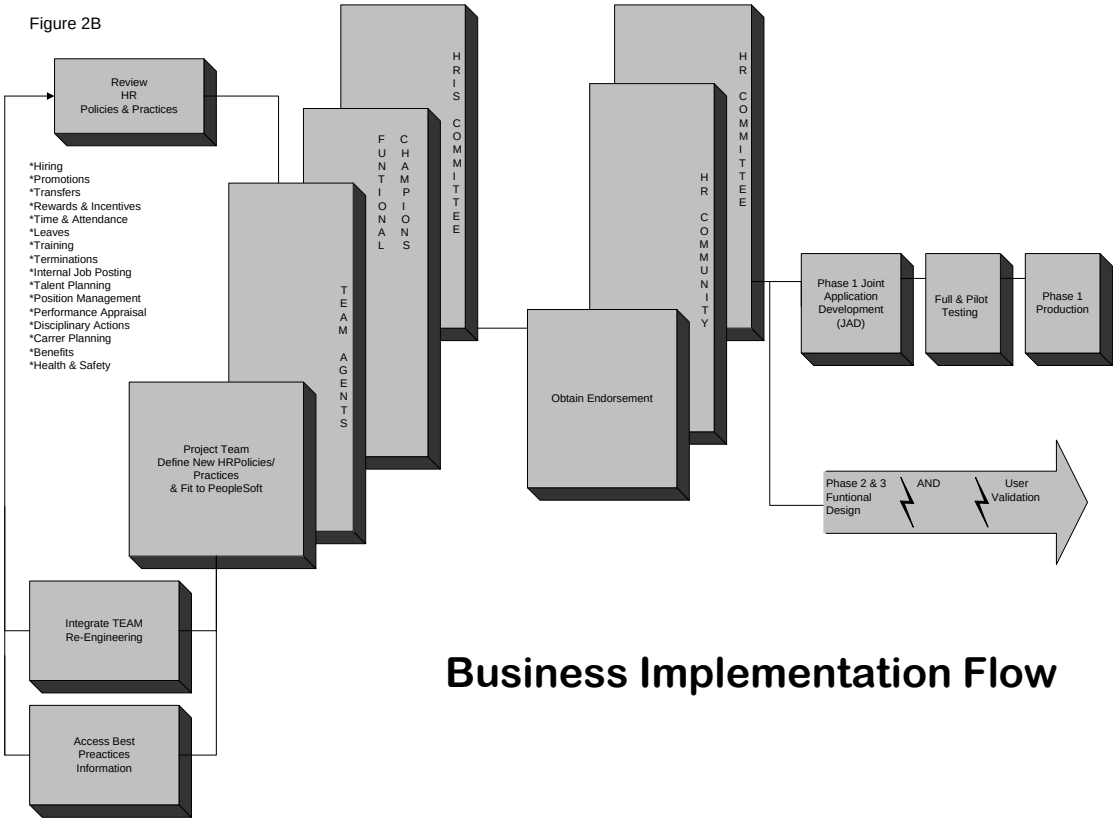
☑ Deliver All Internal and External Interfaces,

☑ Security Structures and Procedures

☑ Documentation

☑ Project Library and Project Books for on-going maintenance

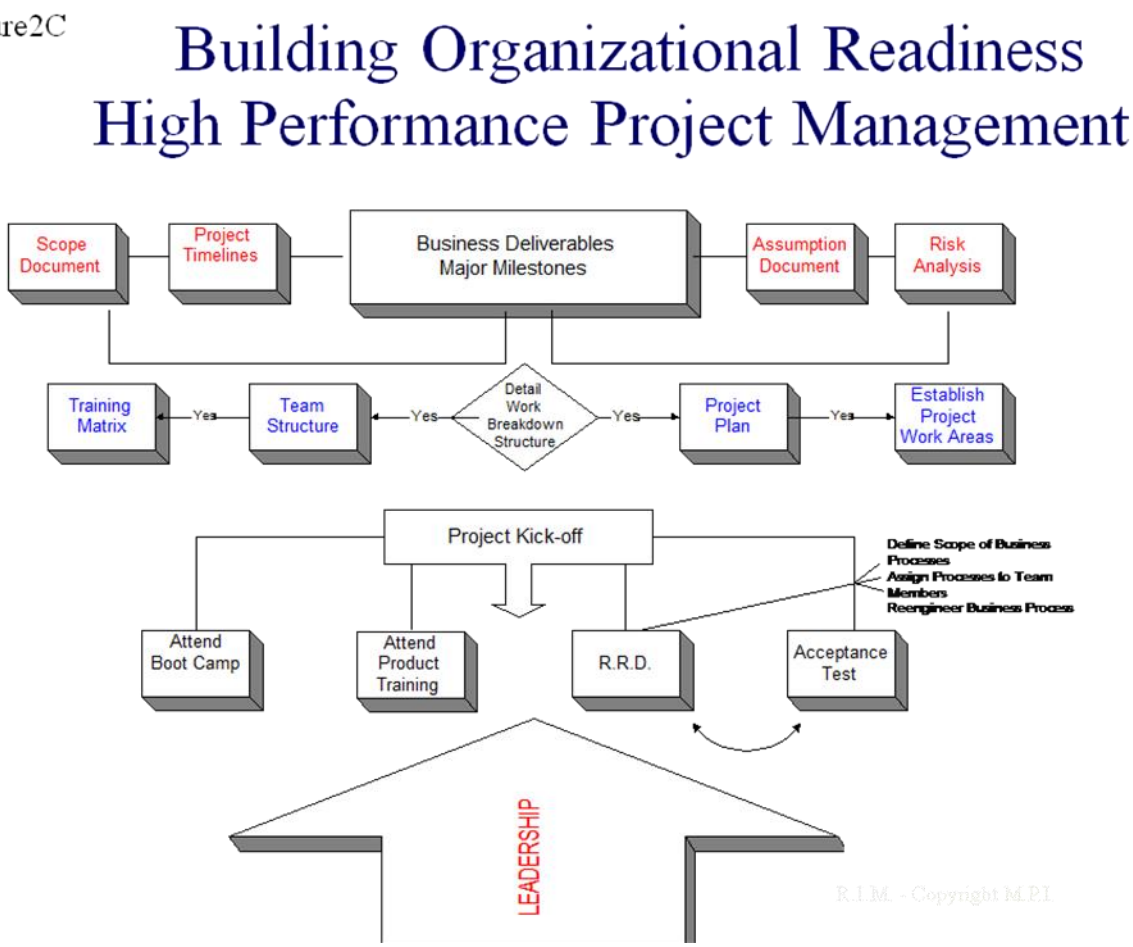
Figure 2B



Business Implementation Flow

Based on the information that you get from the J.A.D. session, you can perform some up-front activities and start developing some key documents you will need to manage the performance of the project. Please refer to **Figure 2C**, **Building Organizational Readiness – High Performance Management**, which illustrates some of the up-front activities (e.g. produce a scope document, assumption document, risk analysis, project timeline). After the J.A.D. session, project dates and deadlines should have been discussed and pinned down. Having a sense of the project's timeframe helps the team assess what needs to get done and by what date. **Figure 2D**, **PeopleSoft Functional Deployment Timeframe**, gives a breakdown of what will get done in each phase of the project and in what quarter it will be completed. **Figure 2E**, **Project Timeline**, outlines the project milestones that need to be accomplished for each month.

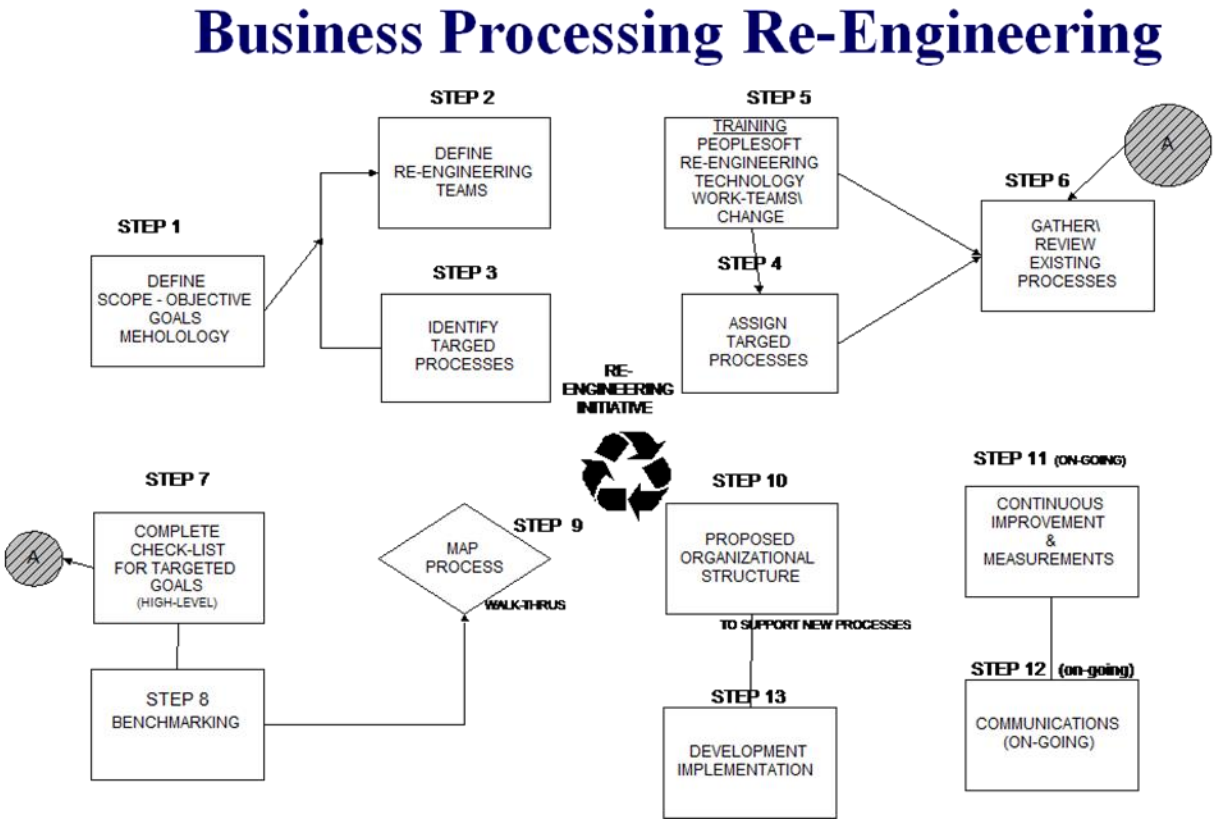
Figure2C



After deliverables and dates have been pinned down, it is time to determine who will be responsible for delivering the project. The Project Team needs to be organized, roles need to be defined, and the skills of team members need to be assessed. Since each team is unique, the roles and responsibilities must be customized to fit each project. The skills of each individual team member should be evaluated and their skills must be matched to the team deliverables. From this evaluation process, a unique team roster can be developed for the team. See **Figure 4C** for an example of a **PeopleSoft Team Roster**.

Another step you should complete up-front, prior to jumping right into the Rapid Re-engineering process, is to assess best practices. To get a global perspective of what is involved in the total re-engineering process, refer to **Figure 8L**, **Business Processing Re-Engineering**.

Figure 8L



2.3.2 Project Benchmarks & Controls

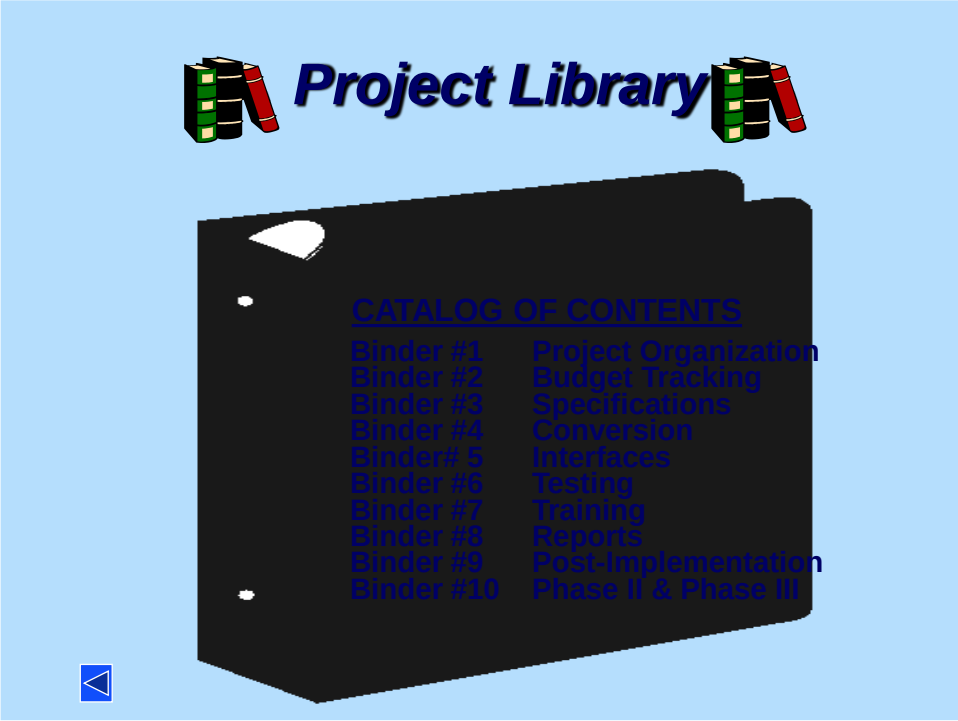
The purpose of the project plan is to enable everyone on the project team to see the entire scope (phased deliverables finalized during J.A.D. session) and who will be accountable for what and when they will be accountable. The plan makes it easy for the sponsors to follow the project along with the rest of the team. Developing and maintaining the project plan requires input from the whole team (**360 degrees of Project Planning**). The following pages (**Figure 3D**) illustrate a complete master **Project Plan** in Gannt Chart format with start and end dates, durations, task names and resource assignment. The value of tailoring your project design into life-cycle phases, and developing your plans, tracking your progress, and reviewing performance accordingly will deliver a more rapid, systematic approach and reduce your time-to-market.

You will notice that quality benchmarks, matrices and processes are embedded within every section of R.I.M. Quality is not a separate and distinct process. These benchmarks mandate that you *measure* results and keep the quest for quality. This drives organizations to examine their operations and continuously improve their products, services, people and vendors. Refer to **Figure 2F** for a sample list of **R.I.M. Quality Controls.**

2.3.3 Project Library/Office

All project documentation should be stored in the project library. The library is a repository of all the documentation relating to project specifications and requirements

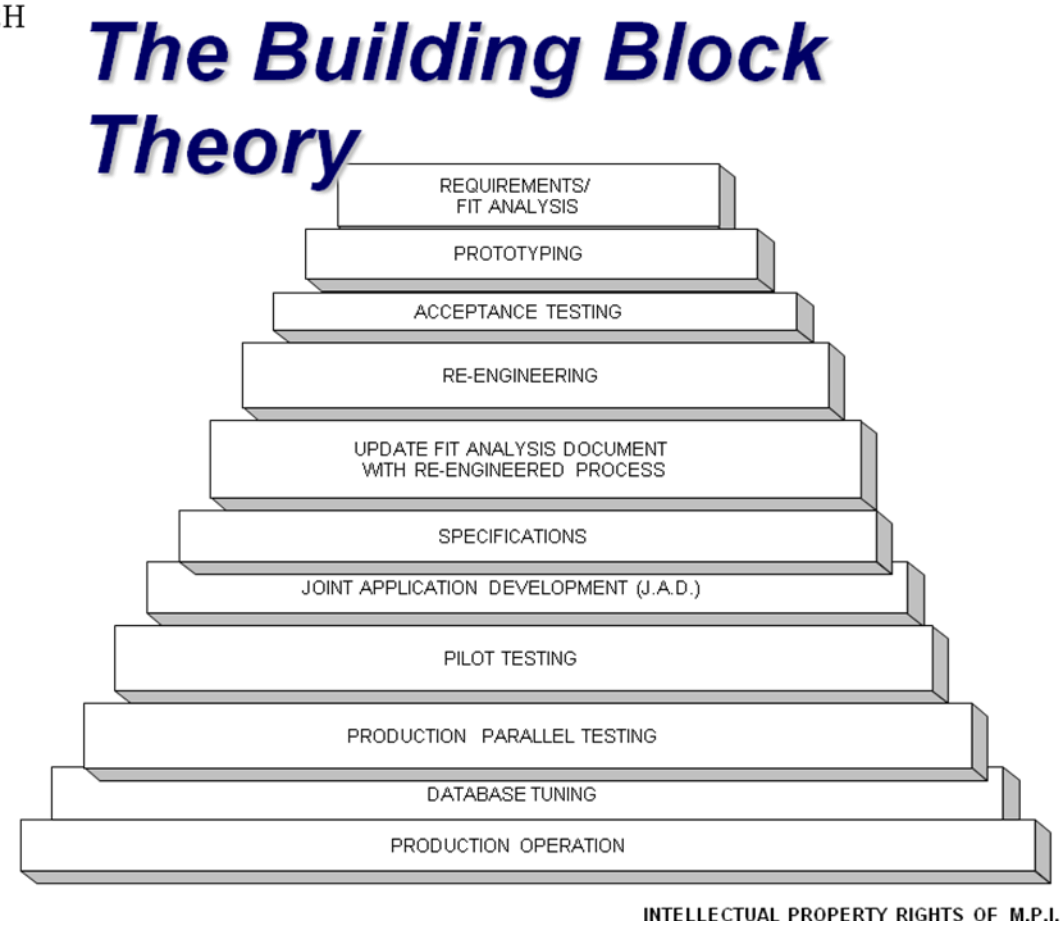
Inseams on the binders stored in the library should be identified with Major Milestones taken from the project plan. **Figure 2G** illustrates a **Sample Catalog of Contents** for project binders.



2.4 Building Block Theory

The idea behind the 'Building Block Theory' is to consistently take advantage of work performed within each phase of the project while minimizing risk. R.I.M. capitalizes on this Building Block theory in order to provide an integrated approach to project implementation and teamwork. (**See Figure 2H**).

Figure2H



The Building Block Theory and the R.I.M. Principles

Integrated Implementation Approach

- *Strategically engineered oversight*
- *Integrated user validation*
- *Integrated quality control*
- *Interlocking design & development*
- *Maximum coordination and collaboration across all business units*
- *Provides continuous network of communication channels*
- *Greater control of scope-creep based on business value*
- *Promotes greater organization acceptance*

- *Promotes better tracking and resolving of business and technical issues*
- *Precision follow-through to remedy quality problems*

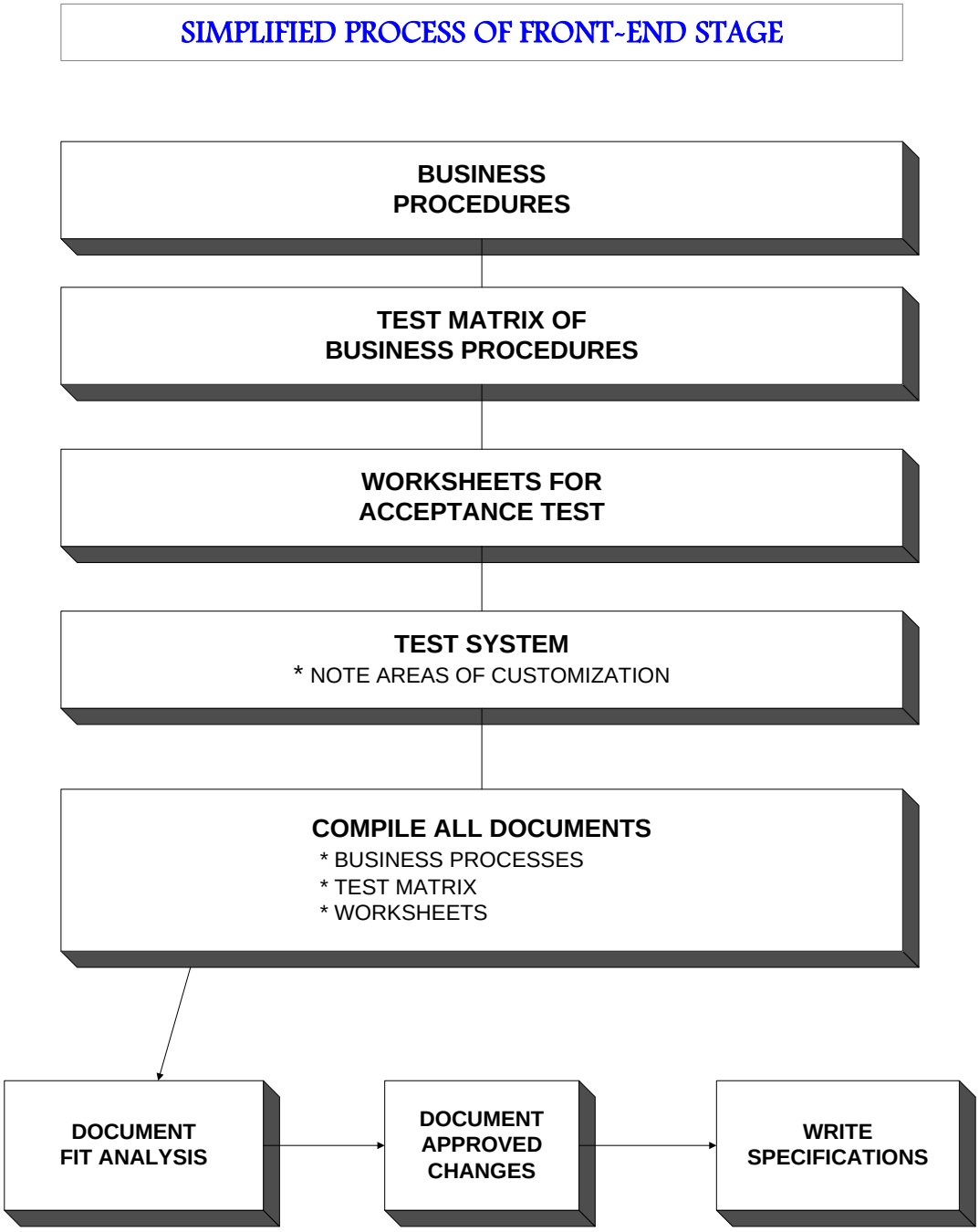
Integrated Team Approach

- *Fosters employee ownership of the project goals*
- *Fosters a proactive project environment*
- *Fosters improved project team morale*
- *Fosters cross-functional training and inter-departmental alliances*
- *Maintains project focus on broad organizational goals*

2.4.1 Rapid Re-engineering Discipline

The re-engineering process involves asking questions about the current business process and the manner in which the work is executed. Re-engineering ignores the current operating rules and seeks to invent completely new ways of accomplishing the work with a vastly improved business process. The Rapid Re-engineering Discipline (R.R.D.) strives toward the goal of rapidly assessing current operational conditions and redesigning the business process in a structured methodological manner. R.R.D. delineates the core business processes from the organizational functions and takes a concentrated approach towards redesigning these core processes for achieving the most dramatic results. The result is a faster analysis and a faster implementation process. **Figure 2I**, **Simplified Process of Front-End Stage**, offers a global perspective of the multiple events that are going on while the R.R.D. is getting accomplished.

Figure 2I


SIMPLIFIED PROCESS OF FRONT-END STAGE
BUSINESS PROCEDURES
TEST MATRIX OF BUSINESS PROCEDURES
WORKSHEETS FOR ACCEPTANCE TEST
TEST SYSTEM
* NOTE AREAS OF CUSTOMIZATION
COMPILE ALL DOCUMENTS
* BUSINESS PROCESSES
* TEST MATRIX
* WORKSHEETS
DOCUMENT FIT ANALYSIS
DOCUMENT APPROVED CHANGES
WRITE SPECIFICATIONS

Documents to facilitate the R.R.D. Process:

- **Table Acceptance Testing Matrix (Figure 11F)**
- **Functional Requirement Acceptance Test Matrix (Figure 11H)**
- **R.R.D. Document (Figure 8H)**

Figure 8H

Business Procedures
Meeting Business Objectives through PeopleSoft

*****RAPID RE-ENGINEERING FORM*****

1. Define Business Objective

_____
_____
_____
_____
_____
_____

2. Processing Logic

Specific details of how the function will be executed. If the functions will be performed as is, in the PeopleSoft procedures documentation, attach a copy of the documentation. You may include Data Flow Diagram (Optional). If the procedure is different- document the details.

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

- **Tables:**

- **Panels:**

List Panel Name. Attach copies of new panels and PeopleSoft panels.

- **Elements Listing:**

Attach Element List per screen identifying the Field Name, Field Type, Length number of Decimal Places, indicate if the field is required.

- **Edits:**

Identify edits by element, including the specific table.

- **Reports:**

When identifying reports seriously consider reduction of paper. This system provides your information on-line. List the selection criteria, fields, sorts, totals, calculations and frequency for each report. Provide a sample layout of the report.

- **Interfaces:**

Identify all links necessary to external systems. List fields to be passed.

- **Customization Solutions:**

Document customization solutions necessary to meet the Business Object in PeopleSoft.

- **Batch Processing:**

For Benefits and Payroll, etc. If batch processing is executed as is, attach PeopleSoft Documentation.

3. Future enhancements

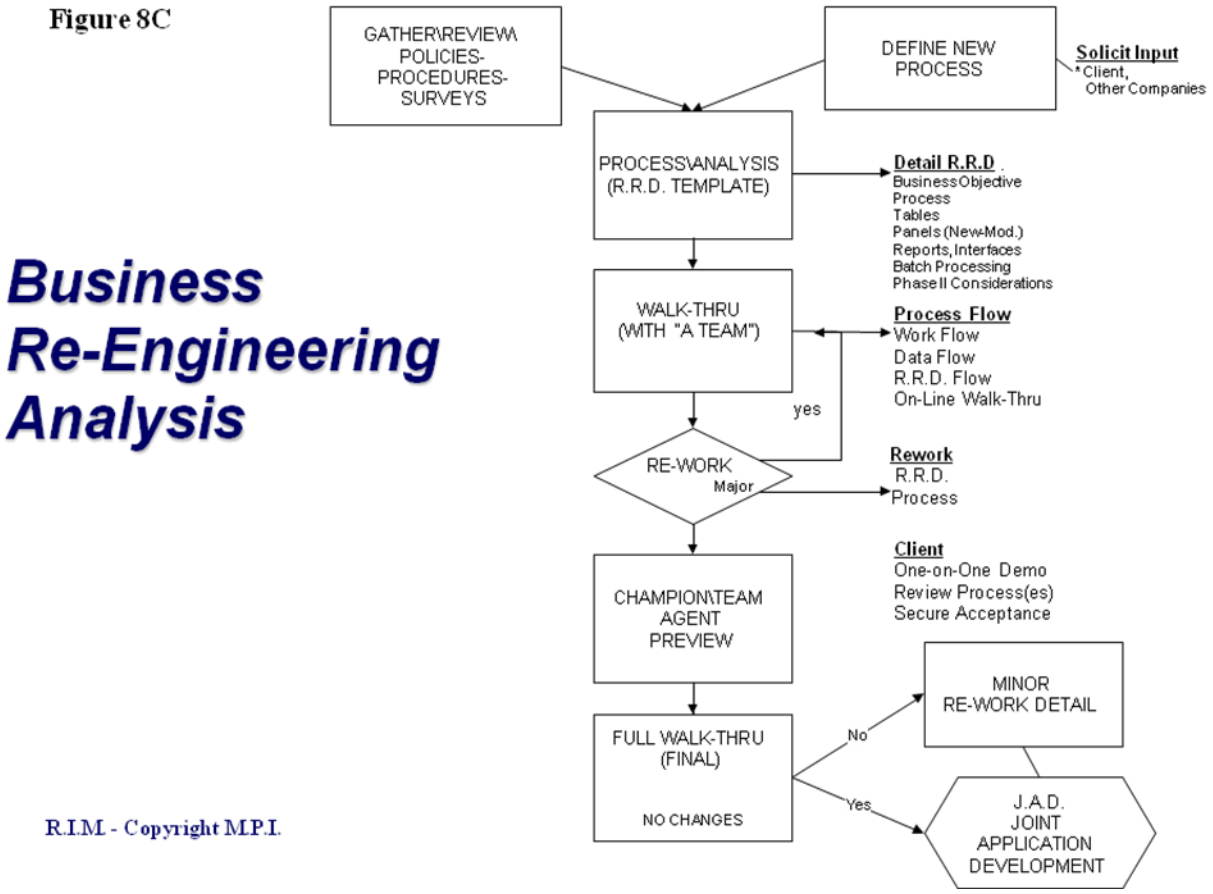
List any enhancements to be included in future phases of the implementation.

_____
_____
_____
_____
_____
_____

Note: To facilitate the R.R.D. process the J.A.D. team (one business and one technical representative) should have the PeopleSoft system and the current system up (on line) simultaneously. This makes comparison of the two systems (panels, screens, etc.) easier and more efficient.

Figure 8C, **Business Re-engineering Analysis** illustrates the R.R.D. flow.

Figure 8C



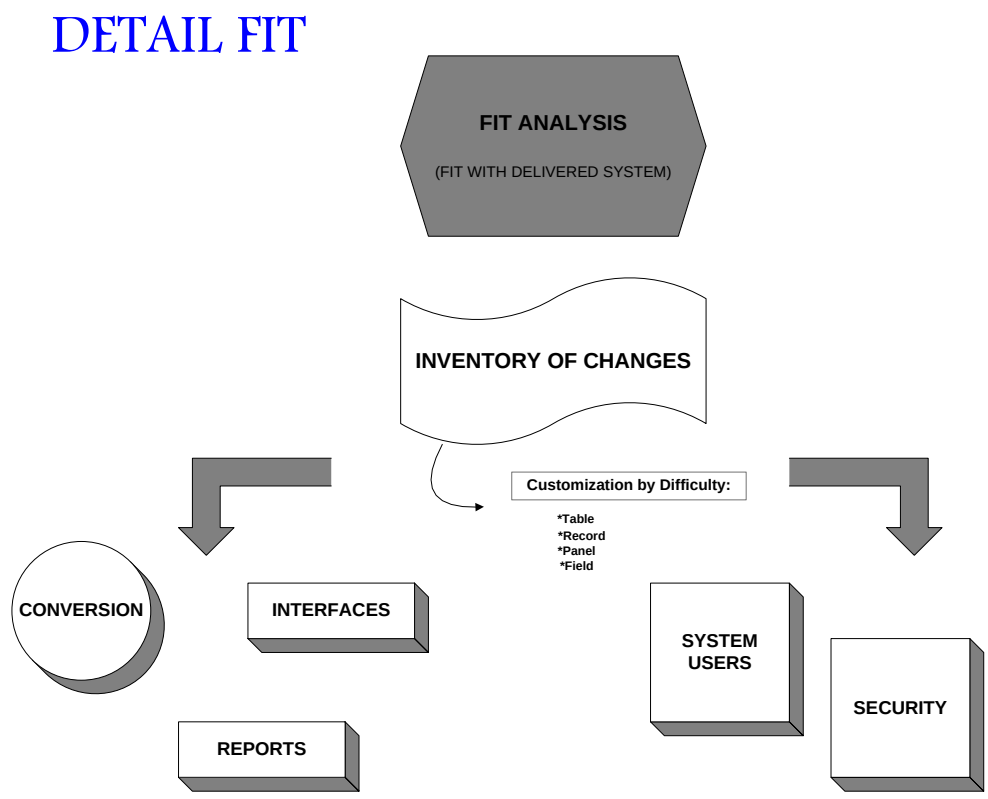
2.4.2 Fit Analysis/Build System

The result of the R.R.D. approach is a Detailed Requirements and Fit document which is the baseline for customizing the off-the-shelf software, as well as programming interfaces and reports. The documentation should include general information regarding the system and the R.R.D. approach to rapid re-engineering, detailed information on the fit with the delivered system (i.e. any customizations to menus, panels, tables, etc.), technical requirements by process, as well as information on reports, interfaces, conversion, system users and security issues. Note: While it may seem obvious, it is important to stress that

you should try to stay as 'vanilla' as possible and only make those customizations that are absolutely essential.

As the baseline, this document will be central to all further development activities. The Fit Document is your team's Project Bible! After this document is complete your team is now ready to start the development process. It is recommended that you have the same teams that owned the processes, develop them as well. See **Figure 2J Detail Fit**.

Figure2J



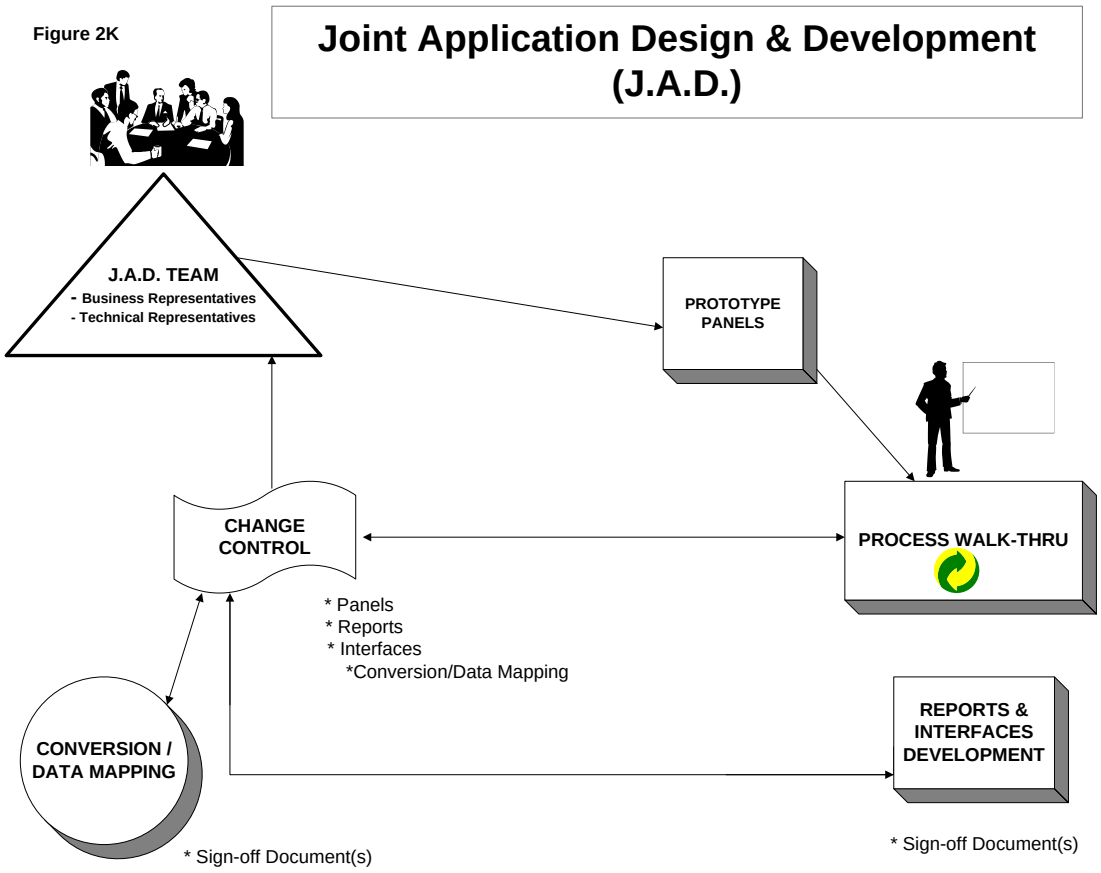
2.4.3 Joint Application Design & Development

One of the most beneficial aspects of the J.A.D. sessions, is the cross-functional training that is accomplished within the J.A.D. team activities. If you structure a methodology so that the technical community must constantly collaborate with the business community then you build a bridge for a continuous exchange of vital information. Extensive collaboration and interaction between these two groups will not only 'empower' each professionally by providing them with insight into new skills and considerations but it will also ensure for early user 'buy-in' resulting in project time compression. As each team is completing their R.R.D. forms and development issues, they should always remain cognizant of the high-level J.A.D. objectives identified by the Steering Committee.

A rehearsal process and walk-through is conducted by the J.A.D. team to the core project team. A final walk-through is presented to the business representatives and/or the user community in order to obtain approval/sign-off.

See **Figure 2K Joint Application Design & Development**.

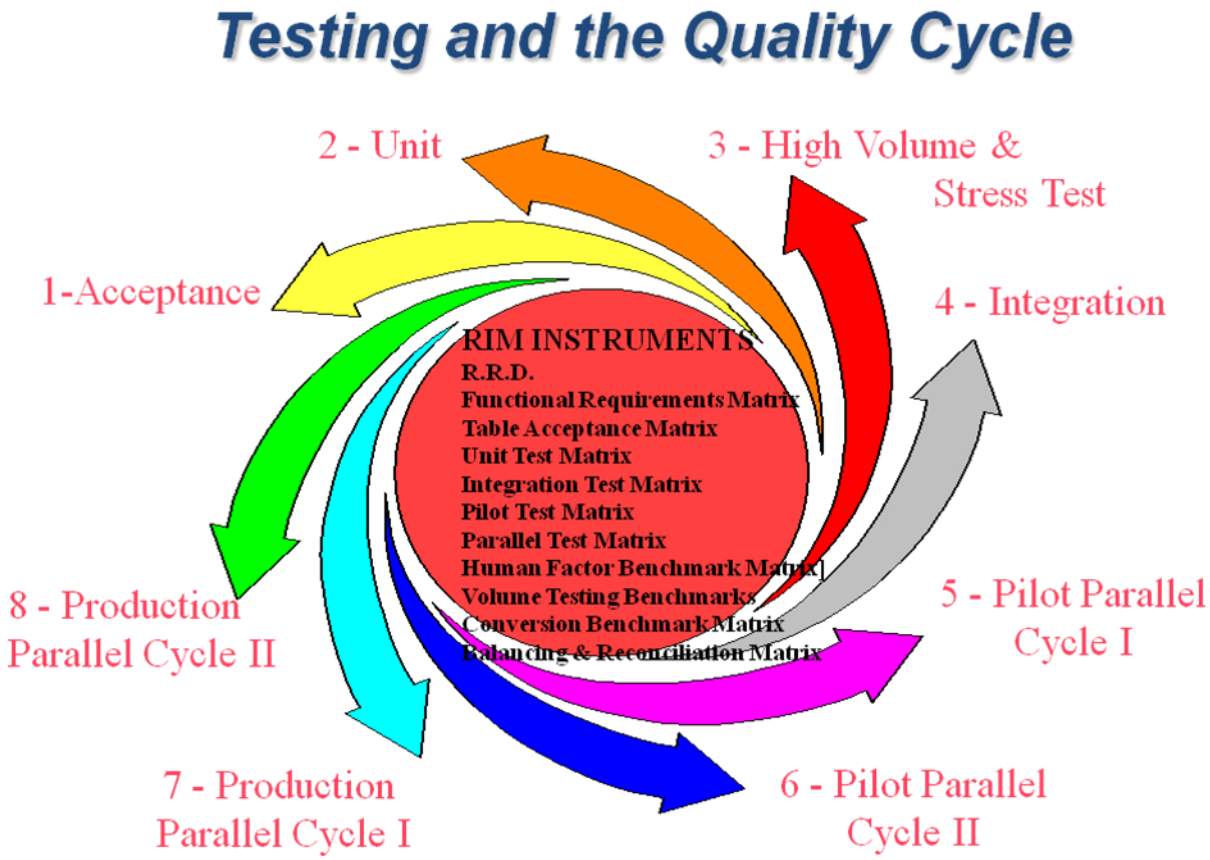
Figure 2K



2.5 Testing & Quality Gates

Testing sets the groundwork for initial acceptance of the application and it validates the functionality and quality of the product you are delivering. It is accomplished in a phased approach with several distinct levels or what we call **quality gates**. The phases of the **Testing Cycle** are illustrated in **Figure 11A**.

Figure 11A



Multiple Levels of Testing:

- **Acceptance testing** is the initial step in the testing process where you ensure that the programs are installed properly, test the core program components and functionality, identify (high-level) areas of customization, and populate Production Edit Tables.
- **Unit Testing** involves evaluating each individual unit of work or process (e.g. New Hire, Transfer or Termination) and evaluating it in terms of its functionality and performance after the customization has been inserted into the application.
- **Integration/String Testing** is verifying the "cradle-to-grave" processing within the system and the delivery of the data. You should match all individual field components,

execute all transactions associated with a process and execute the critical interfaces and reports involved in each process.

- **Pilot testing** is the complete testing of the entire process of your production conditions; You will clear your test files and run the conversion programs again, including executing all interfaces. (**R.I.M.** recommends running **two** complete pilot cycles). In order to minimize your risk, the Pilot should be conducted on your production database.
- **Production Parallel Testing** is conducted by executing full production activities according to your re-engineered business requirements on your current system and on your new prototype system. (Do not expect your new system to reconcile perfectly on every aspect with your current system due to rounding, limits, etc.).

Note: Before going through the complete testing cycle it is important to benchmark each process. Benchmarking helps you streamline processes as well as measure staff requirements for production support and technical performance. **Figure 11B**, the **Human Factors Benchmark Matrix**, will help you with identifying and tracking Human Factor Timings for On-line activities. In addition to Benchmarking, Reconciliation and Verification (comparing the data between the two systems to make sure that the structures, processing are in sync) also occurs within each testing phase. **Figure 11E** is an example of a **Reconciliation and Verification Matrix** for selected testing phases. Most of the same balancing procedures you will be able to use in the multiple levels of testing. This emphasis on quality and time compression is evident throughout all phases of testing – it is what R.I.M. is all about!

Figure 11B

Human Factors Benchmark Matrix								
Transaction	Input Form	Panel	Team Member	Machine Used	Begin Time	End Time	Total	Comments
New Hire		Personal Data 1						
		Personal Data 2						
		Job Data 1						
		Job Data 2						
		Job Data 3						
		Benefit Program						
		Employment Data 1						
		Direct Deposit						
	State/Federal Forms	Federal Tax 1						
		Federal Tax 2						
		State Tax 1						
		State Tax 2						
		Local Tax Data						
		Emergency Contact 1						
		Emergency Contact 2						
		General Comments						
Re-Hire		Personal Data 1						
		Personal Data 2						
		Job Data 1						
		Job Data 2						
		Job Data 3						
		Benefit Program						
		Employment Data 1						
		Direct Deposit						
	State/Federal Forms	Federal Tax 1						
		Federal Tax 2						
		State Tax 1						
		State Tax 2						
		Local Tax Data						
		Emergency Contact 1						
		Emergency Contact 2						
Human Factors Benchmark Matrix								
			Team	Machine	Begin	End		

Transaction	Input Form	Panel	Member	Used	Time	Time	Total	Comments
Transfer	Employee Action Form	Job Data 1						
		Employment Data 1						
		State Tax 1						
Leave of Absence	Employee Action Form	Job Data 1						
		Absence History						
Pay Increase	Employee Action Form	Job Data 1						
		Job Data 3						
		Employee Review 1						
Job Status Change (ie, NX to EX)		Job Data 1						
		Job Data 2						
		Job Data 3						
Employee Review w/no Pay Increase		Employee Review 1						
Terminations		Job Data 1						
Status Change (i.e.. Full-Time to Part-Time)	Employee Action Form	Job Data 1						
		Job Data 2						
		Job Data 3						
EFT - Direct Deposit		Direct Deposit						
Address Change	Employee Action Form	Personal Data 1						
Human Factors Benchmark Matrix								

Transaction	Input Form	Panel	Team Member	Machine Used	Begin Time	End Time	Total	Comments
Name Change	Employee Action Form	Personal Data 1						
Tax Changes	State/Federal Forms	Federal Tax 1						
Tax Changes	State/Federal Forms							
		State Tax 1						
		State Tax 2						
		Local Tax Data						
Marital Status Change	Employee Action Form							
		Personal Data 2						
Location Change	Employee Action Form							
		Job Data 1						
PS to WW								
WW to ADP								
WW to PS								
PS to ADP								
Stock								
Accrual Process								

REPORTS Benchmark Matrix

Report	Input Form	Panel	Team Member	Machine Used	Begin Time	End Time	Total	Comments

Figure 11E

Balancing & Verification Matrix

Testing Instruments	Acceptance	Unit	Integration	Pilot	Parallel	Stress Test	Disaster Recovery
Table Acceptance Matrix	X	X	X				X
Functional Requirements Matrix	X	X	X	X	X	X	X
Conversion Benchmark Matrix		X	X	X	X	X	X
Unit Test Cases & Cycles	X	X					
User Defined Production Reports			X (partial)	X	X	X (partial)	X
Pilot & Production Matrices			X	X	X	X	X

* The most effective strategy is to balance your control totals first;
if there are variances then drill down into the data to reconcile your discrepancies.

2.6 Training Development & Delivery

A successful implementation involves a successful training program. If the users are not empowered to use the new systems (if employees are not equipped with the skills needed to perform their jobs efficiently and effectively) then the implementation will not succeed. Therefore, a high quality, comprehensive training and communication program is essential for the implementation of the new processes and systems (i.e. PeopleSoft).

The training program, like any part of the implementation process, requires a well-developed plan. The best way to start is to outline the training program by defining course objectives, who will be trained, when they will be trained, as well as any prerequisites (skills that the employees will need prior to training). The matrix on the following page illustrates the Figure **2L Development of Training Program**.

Figure 2L ***Development of Training***

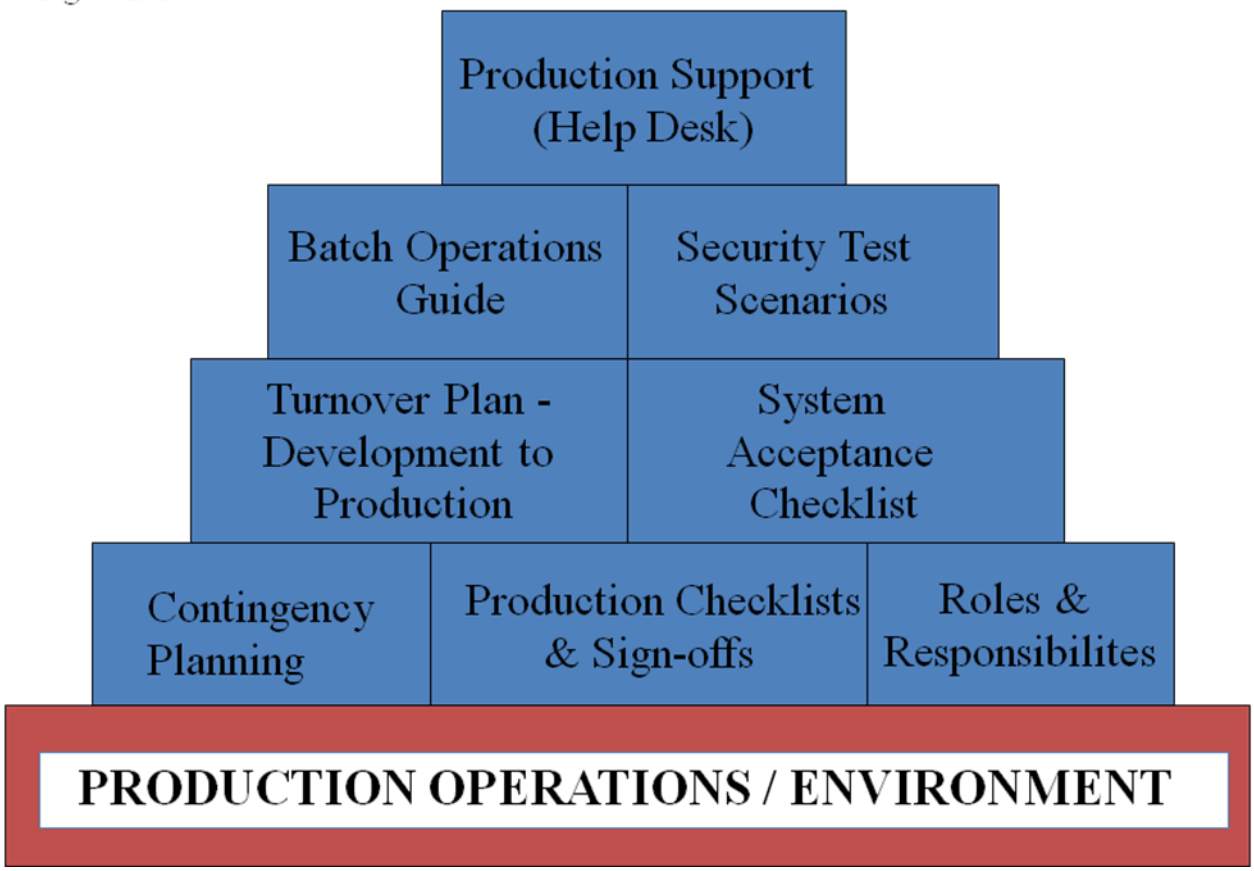
Module	Course Objectives	Audience	Total # Participants	Session Length	Prerequisites (Out of Scope)	Functions Performed	Training Methods/Material
Self Service (Employee)	Participants will have a clear understanding of > what navigation looks like in ESSENSE. > what their new responsibilities are and the consequences of failing to "act" on them . > where at their workplace, functions will be done. > what instructional and technical support will be available, who will provide it, and where to find it. > what the benefits to the employee are. > how to get employee information changed from a remote site.	-All Employees - Corporate - Corporate HR - SSC	600	2 hours	- Change Management - Basic PC skills * A keyboard may be involved.	- Indicative data - Benefits enrollment & maintenance - See ESSENSE matrix	- Video - Auditorium PP presentation led by trainers - Topic demonstration and sampling - Quick reference card at kiosks - Brochure handout - Music and sizzle
Self Service (Manager)	Participants will have a clear understanding of: > company policies/practices that affect ESSENSE transactions. > what their new responsibilities are and the consequences of failing to "act" on them. > what functional data is and how ESSENSE will help them manage personnel more efficiently. > how to navigate in ESSENSE. > how to enter information on the appropriate panels.	- "Managers" - SSC Staff - HR - Corporate HR	60	5 hours	- Change Management - Basic PC skills - Windows	- Functional data for direct reports, such as promotions, transfers, terminations, etc. - Approval of expense reports - QuickXpense - See ESSENSE matrix	- Video - Hands-on PC workstations led by trainers - Topic demonstration - Written user's guide - Quick reference card - Music and sizzle
Time & Attendance	Participants will have a clear understanding of: > how to navigate in the Time & Attendance system. > how to enter information on the appropriate panels. > what their new responsibilities are, how to manage them, and the consequences of failing to "act" on them. >company policies/practices that affect PALMS transactions. > what the approval system is and how it works within the system.	- T&A Record Keepers - SSC Staff - Foremen - "Managers" - HR - Corporate HR	60	16 hours	- Change Management - PC skills - Windows	- Absence tracking - Time-off entitlement - Work scheduling - Time worked - Delivery routing - Shift pay adjustments - See Time & Attendance matrix	- Classroom setting - Hands-on PC workstations led by trainers - Screen demonstration - Written user/training guide - Quick reference card - Trainer's guide - Video of training left behind
PeopleSoft	Participants will understand: > PeopleSoft panel navigation and how the system impacts the Employee Services procedures at SSC. > their individual role in the system. > how PeopleSoft supports ESSENSE, and T&A at the business units. > company policies/practices that affect responsibilities. > how to enter information.	- SSC Staff - HR - Corporate HR	20	40 hours	- Windows - Advanced Windows - Lotus Notes (selected individuals) - PC Skills - SSC system - PS tutorial	- Back office support for: > T & A > Benefits Admin. > Payroll > Expense reporting - H. R. services - Reporting obligation	- Classroom setting - Hands-on PC - Co. policy trainers (experts in specific areas), (& PS trainers) - Written user/training - Trainer's guide - Video of training left behind
Reporting (Crystal & Query)	Participants will understand: > how to access data critical to the performance of their job. > how to write queries.	- HR - "Managers" - Corp. HR - SSC	20	16 hours	- PC Skills - Windows - Advanced Windows - cc:Mail	- Accessing HRIS data - Report writing	- Classroom - Screen demonstration - Hands-on PC - Guide - Quick card

Program

2.7 Production Operations/Environment

Building a strong, effective and efficient infrastructure to support the new system is a challenging task. This is the point in the project where you must evaluate the functional stability of your current production environment and determine if the setup can be operationally synchronized with the new incoming system. This is also the stage in which you determine whether it can support the additional demands that will no doubt be required for optimal performance of the new system. **Figure 2M** illustrates some of the necessary steps (e.g. Security Test Scenarios, System Acceptance Checklist, etc.) to complete to ensure that the **Production Operations / Environment** is acceptable.

Figure 2M



Note: Building Production Environment begins during the rapid re-engineering phase (when completing Detail Fit) and is on-going throughout the project. This will minimize your risk.

2.8 Shared Team Leadership

What is Leadership?

Whenever people become involved in a joint activity, such as an implementation project, a leadership structure develops. Leadership has been defined in several ways:

- Leadership is the ability to direct the group's activities;
- Leadership is capitalizing on the expertise, knowledge and experience of each individual team member;
- Leadership is "Master Minding" the collaborative skills of the team to perform and achieve phenomenal results;
- Leadership means providing guidance, empowering people, monitoring progress and creating an environment for learning that is fun & stimulating;
- Leadership involves understanding one's role in guiding the team to success.
- Leadership involves "going all out", putting yourself on the edge and doing whatever it takes to make things happen and get the job done.

Regardless of how you define it, strong leadership is a key element of project implementation and it is a key success factor built into the R.I.M. strategy.

R.I.M. & Leadership

R.I.M. is focused on quality and time compression. In order to achieve successful results with the methodology however, strong leadership is necessary. Leadership is critical component of every successful team (See **Figure 18A**, **What Every Team Needs - Leadership**). Current thinking about team leadership emphasizes that leadership is a shared responsibility, not the sole responsibility of the project manager. Instead of one person leading, R.I.M. calls for all team members to play a part in leadership. Successful project teams involve teams in which any individual team member can represent the whole group.

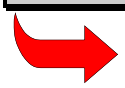
Figure 18A

"When one can represent the team,
then you know you have been successful!"

Team members should all be involved in the planning and decision making that drives the project. This shared leadership promotes **shared ownership** and this is what makes projects work.

Module III:
Strategic Planning

Strategic Planning



Turning Vision into Reality: The Transformation

3.1 Sponsorship

There are "core competencies" in building and sustaining a project management culture. One of the key competencies is owner sponsorship. An implementation methodology needs to be strategically driven from the bottom-up and the top-down. Owner sponsorship helps ensure that the focus that is required in delivering successful business solutions is achieved. The sponsors must become personally invested in a successful outcome. You must incorporate the vision of your sponsors into every major step of the project planning and implementation process. Remember the sponsors are also the clients. Therefore maintaining high client satisfaction through the life-cycle of the project will help carry your project through to a successful completion. Strong sponsorship is necessary to help prepare and bring about change in the organization and guarantee rapid cross-organizational decisions.

The project manager and team must know and understand every facet of the client's expectations. To ensure continued involvement, the project manager must consistently communicate effectively with Senior Managers to maintain their attention and secure the necessary commitment to keep the project goals visible. It is important to determine how ownership for the product/project is delegated within your senior management team. The vital ingredient of "trust" is instrumental in maintaining a successfully "linked" sponsor

relationship. This simply means quickly communicate with senior management when urgent demands dictate a quick collaborative problem solving response. Most importantly, the project team must internalize the organization's strategic direction that is supported and shared by the sponsors. Establishing early on, a strongly "linked" sponsor relationship, will give your project team the support system it needs to overcome the inevitable obstacles and keep the enthusiasm and morale high.

The project manager must ensure that both the sponsors and the project team are focused on the same goals and outcomes. If the project team constantly works at developing the sponsor relationship (by delivering on their vision and business deliverables) a "strategic alignment" will occur during the project life-cycle that will serve you well throughout the project life-cycle.

The Implementation is not owned solely by Information Systems, Human Resources, Payroll or Finance- the project is and must be a collaborative effort. There is a mandatory need for shared ownership of the project and this can not be stressed enough!

A successful project requires strong, shared, sponsorship.

3.2 Executive Joint Application Design (J.A.D.) Sessions

So how do you get the necessary information from the sponsors about the vision, the project goals, and major business deliverables? How do you know that you are on the "same page" as your sponsors?

Before you start, you must "kick-off" any phase of strategic planning with one (perhaps several) "Joint Application Design" sessions with your sponsors so that you can ascertain the critical business objectives. A J.A.D. session is simply a high-level brainstorming session where the sponsors and project planners collaborate on identifying the goals and objectives of the project. It sets the stage for developing a cohesive partnership between the project leadership and the sponsors.

3.2.1 "Collaborating to the Third Degree"

There are a number of resources available to you to "jump-start" your project and to leverage the experience of others who have gone through what you are about to experience. Consult with your sponsors, business unit representatives, internal M.I.S. team, consulting organizations or other third party service providers as well as your vendor account manager for a comprehensive evaluation of the system's capabilities and functionality. Traditionally large organizations, with many layers of management and control, will find it difficult to accept change. By its very nature, the change process alters

an organization's culture. It is critical to have a facilitator who can successfully move through this process and achieve the following goals:

A productive J.A.D.(Design) session must address the following:

- What are the expectations and priorities?
- What problems do you expect the new system to solve?
- Why are you implementing a new system?
- When is the new system required to be in place?

The answers to these questions will establish the framework for setting realistic sponsor expectations and timeframes for the project implementation.

A productive J.A.D.(Design) session must identify:

- The significant business deliverables that will occur in a phased implementation and the projected dates of delivery.

> *** Don't forget to separate out the "need-to-haves" *** from the "nice-to-haves" wish list. As you garner and solidify the support of your sponsors, you can determine and prioritize the phased business deliverables from the "wish list".

A productive J.A.D. should have the following attendees:

(depending on the modules that are to be delivered)

* Director of Human Resources and identified Business Expert(s)
* Director of Benefits and identified Business Expert(s)
* Director of Training and Employee Development
* Director of Information Technology
* Management Consultant (someone who has the experience)
* Controller
* Payroll Manager
* Project Manager
* Facilitator

Note: The roles of the Project Manager, Management Consultant, and Facilitator can be filled by the same person or different people depending on the skill-set of the resources and the magnitude of the project. Assignment of these roles is client-specific.

Logistics of a successful J.A.D.(Design) session:

(depending on the size of the project)

- typically 6 - 10 hours over a 2 day period
- flip charts (charts should eventually be hanging all around the room)
- open communications between all attendees

Agenda for a successful J.A.D. (Design) session:

Day 1

- Discuss and document expectations regarding deliverables (Note: Using flip charts to document expectations gets everything in writing and in plain view of attendees).
- Discuss realistic delivery dates /resources
- Evening of Day 1 - management consultant and key project resources estimate what can realistically be delivered.

Note: Depending on the organizational structure (i.e. number of V.P.s, heads of business units, etc.) Day 1 will vary in length.

Day 2

- Present outline of deliverables to sponsors
- Facilitate a group discussion addressing major business deliverables, dates and projected resource requirements

A preliminary J.A.D. session allows the project team leadership and the sponsors to agree early on, as to the project deliverables and reasonable timeframes. It will provide milestones that form a framework to plan and build deliverables so that a task list to accomplish the critical business objectives can be started.

It is important to leverage the experience of your sponsors because:

- They know the organizational culture;
- They can play a key role in helping a project team overcome future potential implementation roadblocks such as "turf battles", budget limitations, corporate politics, changing business policies, and keeping the project aligned with associated cross-functional corporate standards;
- As you develop a mutually beneficial relationship with your sponsors, you will have an avenue and support network to overcome future roadblocks;
- Reorganizations will have minimal impact on goals and outcomes throughout the project life cycle.

3.2.2 Strategic Measurement Matrix / Project Objectives Matrix

To facilitate a J.A.D. session, R.I.M. recommends that the leadership complete a 'Strategic Measurement Matrix' which justifies the project. It is important to outline project objectives, strategies, initiatives, paybacks and estimated annual savings prior to the J.A.D. session; however, this is often done throughout the planning of the project. It is a good idea to update and use this matrix throughout the project as it can help you control "scope creep" and keep your original project priorities clear in everybody's mind. See **Figure 3A** for an example of a **Strategic Measurement Matrix**. **Figure 3B** is the **Project Objectives Matrix**, a more finite breakdown of the Strategic Measurement Matrix.

Strategic Measurement Matrix (Next Page)

OBJECTIVE	STRATEGY	INITIATIVE	PAYBACKS	Est. Annual Savings
Reduce Administrative costs via technology	Make employee data, where appropriate, accessible across the corporate network from distributed data bases	New Global Comp Planning System, Distributed Emp Data/Access/Linkages (Inquiry)	Reduction in HR reporting costs: DP and HRIS headcount.	$1.6MM ↓
	Distribute the update of selected core data to Business Units	Personnel Migration (Update)	Reduction in HR key entry costs; improved data quality.	
	Architect integrated, distributed data base of personnel, payroll, compensation and benefits data	Benefits Re-engineering Distributed Employee Data/Access/Linkages (Inquiry), HR Reporting	Minimal data redundancy, reduction in Benefits data, transfer labor, improved Benefits employee service and reporting. Allow Firm to reduce mainframe commitment, increased development productivity. Facilitate linking employee data to other distributed systems.	↓
	Migrate HR Reporting, Personnel and Payroll off the mainframe			
Adhere to firm strategy to migrate from mainframe	Migrate HR Reporting, Personnel and Payroll off the mainframe	Personnel Migration, Migration of Payroll	Same as above	↓
Support the re-engineering and integration of HR administrative processes into Business Units	Distribute the update of selected core data to Business Units	Personnel Migration	Same as above	
	Make employee data, where appropriate, accessible across the corporate network from distributed data bases	New Global Comp Planning System, Distributed Emp Data/Access/Linkages (Inquiry)		↓

Figure 3B - Project Objectives Matrix

PROJECT OBJECTIVES -RELEASE ONE

Objective	How It Will Be Realized	How It Will Be Measured
Increase ratio of Firm employees to HR employees	• Elimination of centralized HRIS data entry • Reduction in # of data analysts	The ratio (employees to HR staff) is currently 58 and is targeted to be 75.
Consolidate systems to reduce maintenance costs and provide flexibility	• Remove current system • Eliminate stand-alone employee profile system • Eliminate future dating entry system • Eliminate pending data base • Reduce # of foreign PC and spreadsheet-based "systems"	Listed systems should no longer be in production; record number of foreign PC data bases eliminated.
Provide an end-user ad hoc reporting tool	• Use tools that come with core package	Provide usage statistics on these tools.
Consolidate HR updates into one database	• Remove need for double entry by ensuring data required for reporting is stored in core data base	Validate that double entry is no longer required.
Capture mgmt. reporting data (i.e., who works for whom)	• Include new data requirements in data model	Validate that data requirements are met and that maintenance processes are implemented. Survey client base.
Improve system ease-of-use	• Install new GUI system and replace old character-based interface • Provide on-line documentation	Validate that GUI is implemented and documentation is available on-line.
Improve availability of headcount data	• Distribute input of data to business unit reps.	Validate that reports are accurate and available daily.

3.3 Major Business Deliverables/Milestones

A list of major business deliverables/milestones will be the outcome of a successful J.A.D. session. A project should be divided into major phases with deliverables targeted for each specific phase. The major business deliverables, or milestones as it is commonly known, is a formal structured list of the project's delivered functionality.

There are several reasons for identifying business milestones in a project schedule plan. The ***first*** reason is to avoid losing sight of the big picture. A project may have several hundred distinguishable work activities. Some large projects may have a work breakdown structure of several hundred tasks. The owners of each of these activities are concentrating on their particular section of the project. It is important for the project team members to understand the **total picture** so their accomplishments are put into perspective. The list of major business deliverables/milestones helps break down the **big picture** and focus on the issues of the overall project vision. Ultimately, of course, the entire list of major business deliverables/milestones will be incorporated into the master project plan. The list of core business deliverables, which serves as the framework for the project plan, provides a manageable way of viewing the total picture and identify the business processes that must be achieved in order to complete the project and successfully meet the sponsors' expectations.

A ***second*** major reason for identifying a list of business deliverables is to evaluate and rank the priority level of each business deliverable. For example, a particular work activity might be behind its committed schedule, yet its delayed completion might have little or no real impact on the bigger picture. Of course, conversely, the opposite might also be true and for planning purposes this information could be invaluable to you as the project manager. If you have the list of accomplishments and business deliverables then problems and their consequences can be understood and dealt with in an effective, timely manner.

A ***third*** reason for identifying milestones is to report status to upper management. This is an effective way to relate progress on the project. Upper management usually will not have the time to become intimately involved in the many aspects (lower levels) of the project. Enhanced data reporting, in the form of clear and concise presentations, can always be prepared if needed, however the basic list of milestones will serve as an outline for the major levels of project performance.

Knowing which activities are on the project's critical path is important. This knowledge helps to raise the level of focus on those activities that can result in missing the project's major milestone dates if their planned dates slip. A list of the major project deliverables/milestones is essential to identifying and staying on the critical path towards successful project completion. The following pages (**Figure 3C**) illustrate what should be produced during a Joint Application Design session with the leaders and knowledge workers.

Figure 3C: Sample output from an Executive J.A.D. session.

XYZ/PEOPLESOFT
MAJOR BUSINESS DELIVERABLES

Phase I Implementation Deliverables - October

Human Resource Management

☑ Convert XYZ's (HRMS) to PeopleSoft
Re-engineered Processes
New Hire, Job, Compensation,
Demographic Information, etc..

☑ Integrate Existing Environment (HR\PAY)
Combine information into one database,
where on-line retrieval and update is possible.

☑ Establishing Security Measures - incorporated into the System

☑ All Production Tables (company policies) will be in tables
(external to program code) enabling HR and
to update and retrieve information rapidly.

☑ Track Employee from New Hire to Terminated Status

☑ Organizational Structures
- Company\Location\Department

- Job Code Structures
- Salary Grade Structures

☑ Personnel Administration (Core Data)
Employee Demographic data
Employee Status Tracking
Name, Address, Emergency Contact, etc...

Phase I Implementation Deliverables - October

Human Resource Management (continued)
Page Two

☑ Salary Administration Processing
Basic Compensation Processing
Rates and Salary Grades
Job Evaluation (function only - no data available)

☑ Job Control and Tracking
Job Titles
Promotions

☑ Employee Performance Review Process

☑ Career Planning (function only - no data available)
Career Pathing & Leveling
Force Ranking & Potential
Career Goals
Career Mentoring
Career Strengths and Developmental Areas
Career Development Plan
Career Assignment Summary (history)

☑ Training & Education
Formal and Informal Education stored
Defining Requirements (function only - no data available)

Defining Licenses/Certification Information
Defining requisition numbers
Defining Tests
Defining requisition numbers

☑ Labor Relations Classifications (function only - no data available)
Grievances
Disciplinary Steps, Types and Action

☑ Company Property Tracking (function only - no data available)

Phase I Implementation Deliverables - October

Human Resource Management (continued)
Page Three

☑ Employee Skills Tracking (function delivered - no data available)
Search Capabilities

☑ Applicant Tracking (function delivered - no data available)
Requisition Control
Recruitment Processes
Interview Schedules, Testing requirements, etc.
Skills linked to Jobs

☑ EEO-1 Reporting
Affirmative Action (function only - no data available)
Work-force Analysis Reporting
Job Group Analysis, Summary, Rosters

☑ Skills Inventory (function only - no data available)

☑ History Retention - available On-Line
To and From dates stored for statistical modeling.

Phase I Implementation Deliverables - October

Page Four

Payroll Processing

- ☑ Time Entry and Attendance Front-End
  Custom time and attendance model developed
- ☑ Payroll Policies Stored on Tables to support growth
- ☑ Custom Earnings Statement
- ☑ Garnishment Processing
- ☑ Exception Earnings & Deduction Processing
- ☑ Federal, State & Local Tax Options for Employee
- ☑ Reversing a Paycheck
- ☑ Entering a Manual Check
- ☑ Employee Information available On-Line
  Earnings, Taxes and Deductions
- ☑ Bond Processing
- ☑ On-demand Checks
- ☑ Special Accumulators for Earnings & Deductions
- ☑ Employee Expenses (from A.P.)

☑ Required Govt. Forms/Reports/Magnetic Media Reporting

Phase I Implementation Deliverables - October

Page Five

Benefits Administration

- ☑ On-Line Access to Benefits Administration Data
- ☑ Dependent and Beneficiary Processing
  - On-Line Access to Detail and Summary Information
- ☑ Automatic Deduction Setup/Calculation
- ☑ Administration of Benefit Plan Information (On-Line)
  - Define Benefit Plan Detail on Tables
  - Defining Provider Information
  - Defining Coverage and Calculation Rules
    - Defining Life and AD/D Detail
    - Defining Disability Plan Detail
    - Defining Investment Detail
    - Defining Leave Plan Information
    - Defining Retirement Plans
    - Defining Pension Plans (information only)
- ☑ Ability to Establish Benefit Programs
  - Grouping Similar Employee coverage
- ☑ Benefits Enrollment (not high volume or open enrollment)
  - Phase II will install Open Enrollment module
- ☑ Discrimination Testing
- ☑ Flexible Pre and Post Tax Processing
- ☑ Rules Allowed for Setting Benefit Compensation Base

☑ Automatic Integration Into Payroll Process Cycles

☑ Benefit Totals Available On-Line

Phase I Implementation Deliverables - October

Page Six

General

☑ The ability to keep up with Bank acquisitions

☑ State-of-the-art tools, system and case technology to support the banks growth and diversification

☑ Disaster Recovery Procedures/Site

☑ Roll-out On-Line Access For Employee Inquiry (to selected areas)

☑ Reporting Tools (rolled-out to selected areas in phase I)

☑ Deliver All Internal and External Interfaces,

☑ Security Structures and Procedures

☑ Documentation

☑ Project Library and Project Books for on-going maintenance

Your next step is to now start developing a project plan.

The Project Plan (Gannt chart) makes it easy for the sponsors to follow the project along with the rest of the team. The following pages (**Figure 3D**) illustrate an example of a roll-up of a **Detailed Work Breakdown Structure (WBS) of the Project Plan**. This complete listing of project tasks serves as a 'project checklist'. This list is the instrument most often used in the routine tracking of the project. This plan is generated by the project management tool and presents only the essential project data as simply as possible. Master project plans show all the project activities, the person responsible for each activity and the predecessor activities (dependencies) of each activity, planned start and end dates of each activity and the actual start and end dates of each activity. The project plan is a road map for the entire project and therefore warrants further guidance. Please reference Section VI for detail step by step instruction on planning and an example of a Master Project Plan.

3.4 Executive Steering Committee - "Partner's Council"

The Executive Steering Committee is the "central corporate leadership" that will help steer or guide the project to completion. It is recommended that the "Owner's Council" be the Executive Steering Committee. Below is a sample list of some of the responsibilities facing the "Partner's Council":

- Time commitment
- Develop a resolution plan for super urgent meetings

- Clarify the problem from their perspective
- Invite special guests - get the person responsible for clearing the open issue

Note: See Module IV for a detailed list of sponsor responsibilities.

*** The Committee should have members from each (accountable) department lending resources to the project. It will meet regularly to discuss issues, review progress, provide resources, make key decisions, and help the project break through typical project barriers. ***

This Committee should consist of visionary members who support and appreciate the need for system change and will help to communicate the need for organizational change to other business units. One rewarding element of a strong steering committee is that organizational "best practices" will be continuously fed back into the project implementation as it unfolds thereby contributing to both user acceptance and a quality product. It will also contribute to the success of future projects. It is important to document the outcomes of each meeting. When two parties agree to communicate their expectations of each other, it is important that these views be recorded for the project record. Documentation can reduce the chance that misunderstandings will arise later and you will want to share information and debrief the project team after the Project Manager presents to the Steering Committee. Steering Committee expectations should also be approved and to a large degree, the issues should be measurable. Approval ensures that all the involved parties understand the conditions of the agreement and commit to support these conditions. Measurements are required to track the execution of the items that have been agreed upon to ensure that each expectation is being implemented correctly. It is the Project Manager's responsibility to follow through!

3.5 Communication Tools

Since both your sponsors, users, and production team will support your new system, they should be intimately familiar with your project environment from start to finish. In order to guarantee for complete understanding, it is important that your project team develop avenues and opportunities to communicate your project message to every relevant level within the corporate community.

- The key to open communication is developing early contacts with both the user community as well as related support staff.
- A strongly linked "communication network" will help raise the level of corporate understanding and support for the project.
- It is important that everyone involved in executing the project tasks know what is planned and what their involvement will be in the project.
- Communication initiatives help build the necessary support system for the project which is the foundation in any strong implementation strategy.
- Scheduled "Owner's Council" (Executive Steering Committee) meetings are necessary communication tools.

After you have developed your list of business deliverables and the master project plan, you are ready to share that information with your corporate sponsors. You want to show management exactly how you will make this project happen. Your goal should be to get

their support for the project goals, timing and expenditures. At this stage, you report on the schedule, the planned resource use and the projected costs. You can create summary level reports for management, cost reports for budgeting purposes and individual task-level reports for your project team members. Project management tools can maintain all the project information so that you can provide specific views and reports appropriate for your audience. It is unnecessary to send top management the breakdown of every single task. They do not have the time to review the plan at that level of detail. Your communication strategy with management should be to send them a summary of major milestones, dates and costs, plus the project goals. On the other hand your communication strategy with your team members and possibly the first level supervisor, should be to provide reports with maximum detail. These individuals will need specific details on the actual work performed with schedule information, resource utilization and notes about each task. Since all reports are based on the same core of information contained in the project plan, it is easy and quick to give people what they need to know and to communicate with them at their level of need and understanding.

*** Module V gives you an extensive review of the functionality of project management software and the many ways to use this reporting tool effectively in communicating with management, team and the corporate sponsors.*

Sometimes a communication problem may arise and begin to grow because of organization boundaries. Typically, you may encounter a philosophy or a pattern in the organizational culture which may impede positive project progress such as the idea that "that's how we have always dealt with that situation and we have never invited them to

our meetings... why begin now?" Just because an organization has a history of doing things a certain way is not a sufficient reason for continuing to do things the way they have always been done. The past does not equal the future. You should strive to do what makes sense. If you need a larger group than has been previously assembled with team members from various business units to cross-reference material, then consider including those individuals. Keep an open mind when developing your communication initiatives.

Management recognizes the value of receiving an independent assessment of the project's progress. You may want to consider creating an ad hoc member to the steering committee who will assist with communicating quality assurance issues. This individual can advise the project team on the specific organizational norms and expectations for quality assurance on a periodic basis. This particular role can help maintain objectivity and should report directly to the project leadership. This particular role might help to secure corporate buy-in on the overall project and serve as a quality communication conduit. Typically, an outside consultant, acting in an advisory role will be your most effective resource.

***Module XVII will provide you with extensive material on building an effective communication strategy.*

The following pages give an example of a sample presentation given to an Executive Steering Committee (**Figure 3E**). Project Managers should present these to the

committee on an average of every 5 - 7 weeks, on a rotating basis. Frequency will depend on the specific needs of the project

Figure 3E: Sample Agenda for an Executive Steering Committee Meeting.

PROJECT STATUS
PEOPLESOFT ADVISORY COMMITTEE

AGENDA

10:00 - 10:20	**TECHNICAL DETAILS -** ***PROJECT PLAN** ***GANTT CHART - STATUS**
10:20 - 10:40	***PROJECT TEAM ACCOMPLISHMENTS** ***ADMINISTRATIVE ITEMS**
10:40 - 11:20	**XYZ \ PS HRMS DEMO**
11:20 - 11:30	**WRAP-UP**

PROJECT TEAM STATUS/ACCOMPLISHMENTS

GLOBAL PROJECT TASKS

- **DEVELOPMENT MACHINE INSTALLED**
- **ALPHA BOX FULLY CONFIGURED**
- **PS\FORUM (LOTUS NOTES) INSTALLED**
- **DATA CLEAN-UP**

PROJECT CONTROLS IMPLEMENTED

- ***BUSINESS & TECHNICAL DISCIPLINES IMPLEMENTED***
- ***STRUCTURED (simple) JAD TEAMS ORGANIZED***
- ***JOINT APPLICATION DEVELOPMENT WALK-THRUS***
- ***RAPID APPLICATION DEVELOPMENT IN PROGRESS***
- ***CHANGE CONTROL SYSTEM DEVELOPED***
- ***OPEN ISSUE TRACKING SYSTEM DEVELOPED***

- ***CUSTOMIZATION GUIDELINES***
- ***AUTOMATED DATA DICTIONARY***
- ***AUTOMATED ISSUE CONTROL LOG***
- ***DOCUMENTATION STANDARDS***
- ***CLIENT PROFILE QUESTIONNAIRES*** - ***SECURITY AND TRAINING***

PROJECT TEAM STATUS/ACCOMPLISHMENTS

BUSINESS/TECHNICAL

- **TECHNICAL WALK-THRUS AND INSPECTIONS**
- **ON-LINE PANELS (SCREENS) DEVELOPED - 98% COMPLETE**
- **EXTERNAL (BACK-END) INTERFACES - IN PROCESS**
- **PRODUCTION TABLES LOADED - 95 % COMPLETE**
- **CONVERSION PROGRAMS UNDERWAY**
- **TECHNICAL SPECIFICATIONS - SCARED TO PS FRONT-END**
- **PARALLEL AND MIGRATION**

STRATEGY

ADMINISTRATIVE

- **WORK AREA FEEDBACK**
- **AREA OFFICE WORK-STATIONS (1/94)**
- **COMMUNICATIONS**
- **TRAINING**
- **PEOPLESOFT USER CONFERENCE UPDATE**
- **BUDGET COST AVOIDANCE**
  -TECHNICAL CONSULTANT
  -OWNERSHIP OF PROJECT MANAGEMENT ROLE
  -TECHNICAL - (DIGITAL CONSULTANT)

3.6 Resource Utilization

Assembling a dedicated project team is a function of strong, strategic planning. It is the foundation to any successful implementation. How you utilize the available organizational resources is a critical factor in rolling out a successful project. The successful management of your project resources is one of the most challenging aspects to any management effort. A common problem in many project environments is not fully understanding the staffing resource needs that will be required to accomplish the project.

You want to utilize all resources as efficiently as possible so that the project is finished as soon as possible at the lowest cost.

Tracking resource usage is another critical element to sound project management. As a project manager, you must constantly check to see if you have sufficient resources at the right times to do the work. You may have over-allocated resources; resources may be assigned to more tasks than the resource can reasonably accomplish in a given period of time. But if you identify over-allocation early enough, you can adjust the tasks and resources immediately to resolve the problem. Carefully examine how the resources are used over the life of the project. You want to use resources evenly and efficiently throughout the project, with as few highs and lows as possible. At the same time you want to grow and develop team members by motivating and stretching them. If you can identify slack time through the use of your project management software, you may want to move tasks and resources accordingly to maximize and optimize your resource output. Relationships between tasks are critical to time compression and must be determined if you are to decide if any tasks can be performed simultaneously to speed up the project schedule or to change over-allocated resources.

***Module V will provide you with details regarding efficient resource management through the use of project management software.*

It is imperative that you match the skills of the resources to the skills required for the assigned role and activities. If training is necessary, you must plan time for the inevitable

learning curve and practice development before you allocate the resource at full **100%** performance capacity. One way to analyze and estimate resource requirements is to check tasks that are similar in past projects. If the experience level of the resources is a concern, you may want to consider more or fewer resources as appropriate to compensate for the varying degrees of experience levels. When you estimate resources, remember to carefully examine the duration and scope of each task. Individuals who know how the task is to be performed are very helpful in determining how to estimate resources accurately. It may be helpful to break a task into the smallest components in order to predict the amount of resource usage. A Project Advisor or Management Consultant may save you a great deal of time and money with assisting you in resource allocation and project planning.

Project members who are not solely dedicated to the project must be managed in a different manner from those project team members who are full-time to the project. Project members performing multiple activities in parallel must be evaluated carefully in order to determine if they have sufficient calendar time to complete all of their activities. Remember, tracking resource usage is a constant process and evaluation issue. How well you plan the resources can make or break a project. If you do not plan well or do not have the appropriate staff available or fail to assign the necessary resources to the tasks, you will set yourself up for a difficult implementation. Know your project team's skills, training, and availability. Most importantly, be realistic! Evaluate early, whether the commitment of time is something the team member is reasonably able to give.

3.7 Assumption Document

When you plan a new project, you should not only list your major business deliverables, you should also include the scope of the project and the assumptions on which your goals and scope are based. Scope defines the area covered by the project and the limits of the project. Assumptions are what you expect will be true regarding the project. Your set of assumptions will serve as a framework and foundation for the project environment.

When you plan anything, you always make assumptions. Explicitly stating your project assumptions, helps you later identify when things have changed in your project environment, and helps you to know how to get the project back on track. It is important to state assumptions clearly and as early into the project life-cycle as possible. The Assumption Document is the blueprint for the premises upon which you have based your goals and project schedule. What is important is that you are conscious of the assumptions you make as well as the assumptions that management has agreed upon. Again, by stating them clearly, up front, you will be better able to manage the environmental or structural changes that may impact your project. If an assumption changes, requiring a corresponding change in the project plan, would be an ideal issue to address to the Steering Committee as it may change one or two things: 1) **the delivery date** and/or 2) **the expected outcome**. Additionally, both of these factors can influence/change **the expected cost** of the project. The good news is that if you communicate and document these assumptions up front in the beginning of the life-cycle,

then management will understand changes that are beyond your control. You **all** own the project, therefore you **all** are responsible and accountable.

Obviously, good scope and assumption planning helps with contingency planning. If incorrect assumptions dramatically affect the schedule, you can prepare a corresponding contingency plan, a 'white paper' and be ready to implement a remedy. If you plan for the contingency early, you'll know exactly what to do if it occurs, and you'll lose minimal amount of time in the schedule. (Of course, there are always external factors which may be outside of your control - i.e. weather, equipment problems, power failure, etc.). It is crucial that the entire project leadership examine the assumption document and agree with its findings. There may be some disagreement concerning the set of assumptions and expectations. Be prepared to review your goal setting and list of major business deliverables until you have both the complete agreement and support of your management and project team. The next pages, **Figure 3F** and **Figure 3G**, give sample **Assumption Documents** that a team might put together in preparing the project plan.

Figure 3F

Assumptions in Preparing Plan

1. Release 5.0 of PS\HRMS will be installed under the ORACLE database in November.

2. Release 11 of Sybase database will be installed in January and a recommendation to move forward on that database will be granted by the advice from the DBA group.

3. Release 5.X of PS\HRMS will be installed under the Sybase database.

4. Resource commitment (reference plan for work-break down structures).

5. Technical Group, Coverage Group and HRIS will make-up the project team.

6. To Scale down the scope of the implementation.

7. The HRIS Management will Co-Manage the implementation - potentially taking the Project Director role.

8. An executive steering committee established with Senior Executives.

9. Eight 'Major' business processes will be the scope of deliverables for Phase I:
   New Hire Process (as labeled by the team) includes:
   - New Hire
   - ReHire
   - Applicant tracking
   - Requisition Control

   Employee Status Movement
   Termination Process
   - Includes the many compensation processing issues as out-lined in the Process document.

   International Employee Record-keeping.
   International Benefits
   Compensation
   - Including the Payroll specific considerations (see Process Spec)

   Job Processing Requirements
   Employee Head-count Reporting

10. This is a critical implementation for the Company.

10. Reports Strategy will be to develop two primary reports interfaces to the Data Warehouse.

3.8 Sample Framework for Request for Proposal

This chapter ends with a sample framework for a Request for Proposal (RFP) which is used to obtain alternatives and proposals from qualified software/hardware vendors.

The example on the following pages would be most useful for those of you who have not yet contracted with a software vendor.

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