UC Human Resources
Information System
Strategy

COVCA Discussion
November 9, 2006
Objectives

- Review current state re: HR systems
- Discuss options for addressing HRIS needs
- Understand campus priorities and concerns
- Develop a roadmap to proceed
HR Information Systems

- Systems, processes, and data to track employees and information about them. HRIS supports both transactions and operational and reporting processes.

- Many HRIS systems have interfaces to payroll or other financial systems.

- Assume PPS Replacement is out of scope.
Typical HRIS Applications

- Affirmative Action / Equal Employment Opportunity
- Applicant Tracking / Recruitment Management
- Benefits Management
- Certification and Licenses
- Compensation Management
- Data Repository
- Grievance Tracking
- HR / Personnel Management
Typical HRIS Applications

- Leave Accrual Management
- Payroll Management
- Performance Management
- Position Control Management
- Salary and Job Codes
- Salary and Merit History
- Time and Attendance
- Training and Development
- Workers Compensation
Where We Left Off: Proposed System Strategy for HR, Payroll/Personnel, and UCOP Data Warehouse (2002)

Existing Payroll/Personnel System (PPS)

1) Web Front End Enhancement for Update Transactions (includes reengineering)
2) History Enhancements (add data to history, eliminate collapsing of data)
3) Revamp Action Code Process Environment (prevent combining of multiple actions, promotion and merit)
4) Appointment and distribution restructure enhancement (ease interface to HR systems; reduce departmental workarounds)
5) Additional appointment level data enhancement (add data such as compensation type, work location, etc. for HR reporting needs)

Near Real-Time HR/PPS Interface

Standard HR System
(Campus Option)

Payroll Interface to New UCOP Data Warehouse

New UCOP Data Warehouse
(campuses can used if desired)
What has happened since 2002?

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Standard HR System (Campus Option)

Near Real-Time HR/PPS Interface

Campus Solutions

Payroll Interface to New UCOP Data Warehouse (limited)
What has happened since 2002?

- Compensation audit findings and follow up commitments
- Continuing media scrutiny and data requests
- Campuses’ needs for better HR related data and systems
- Expanded UCOP needs for HR data analysis and reporting
- Vendor marketplace changes
The Challenge

- Lack of an HRIS is not a new problem but it has grown in complexity through lack of commitment and action on a system wide basis
- UC Community needs to decide what problem we are trying to solve together
  - Operational inefficiencies/lack of effective HR tools
  - Lack of data consistency and process standardization
  - Inability to respond to information requests and demonstrate transparency
- Both expectations and the risk of failure are high
- No apparent strategy for allocating the funding
Recent Activities

- Deloitte Consulting study of UC HR application environment and review of proposed “Service Oriented Architecture” approach
- Input solicited from vendors (SunGard and Oracle)
- UCLA HR study completed
- UC Architecture Group formed
- Senior Leadership Information System released (Part A)
- System wide Learning Management System initiative launched by HR&B
Deloitte Study Business Perspective: Decentralized model challenges

- **Multiple HR Models**: No common approach to HR service delivery across / within the locations. Level of decentralization increases cost, complexity, and risk.

- **Data Management**: Data definitions are not consistent, and data entry/management is diffused leading to errors and a lack of integrity.

- **Compliance/Reporting**: Process variations and data quality issues limit compliance and reporting for key policies and procedures.

- **Service Quality**: Service quality is inconsistent, redundant, costly and complex.

- **Scalability**: Some locations are better prepared for adopting standard services than others.
Deloitte Study: Most Urgent Needs

- General Issues
- Requests to IT from HR
- HRIS
- Applicant Tracking
- Time and Attendance
- Data Management
- Training and Development
- Performance Management
Deloitte Study: Integrated (Business and Technology) Summary Findings

- There is **no common HR information technology** across all locations, making future IT standardization a daunting proposition.
- There are **no standardized role definitions, service delivery approaches, or data management functions**.
- It is difficult from both a business and technology perspective to obtain accurate reports across the system.
Deloitte Study: Integrated (Business and Technology) Summary Findings

- **Decentralization** has led to diverse processes which are in turn supported by different technology approaches, limiting UC’s ability to achieve economies of scale for packaged applications (e.g., PeopleAdmin, PeopleSoft, Kronos licenses).

- The decentralization of certain HR functions (e.g. Time and Attendance systems) has resulted in multiple instances of applications which are serving the same function in a single location.

- The vast majority of custom applications across locations presents integration and scalability challenges.
Business Implications

- Process and policy changes required
- Commitment to standardization / normalization
- Recent experience with Senior Leadership Information System demonstrates challenges
UCLA Proposed Approach to Enhance PPS Capabilities

- Address the missing and/or deficient information within PPS
- Incorporate new data elements into PPS
- Provide Web access, query and reporting capabilities
- Provide new applications to address HRIS needs
HRIS Delivery Options

- Develop an HR information systems solution (borrowing from campuses where possible)
  - Applications (new, existing)
  - Enhanced data
  - Infrastructure/interfaces
- Buy a commercial product (Oracle, SunGard…)
- Hybrid: combination of the above
Deloitte Study : Technology Perspective

- A Services Oriented Architecture (SOA) approach is a **credible integration strategy** for UC given the diverse requirements and complexity across the UC locations. It would be a strategic move towards standard, robust, scalable and secure IT architecture.

- Implementing this architecture would be a **significant undertaking** requiring integration of HR applications and strong collaboration between locations.

- It is **too early to validate** whether SOA is the best specific solution for UC to integrate the various HRIS systems.
A service-oriented architecture is essentially a collection of services, which are functions that are well-defined, self-contained, and do not depend on the context or state of other services. These services must communicate with each other, either via simple data passing or via two or more services coordinating some activity. The most likely connection technology is Web services/XML.

SOA mirrors in technology important “chunks” of business processes.
When is Service Oriented Architecture a Good Approach?

- Clear business goals
- Multiple redundant IT applications that can be consolidated / integrated into a single service
- Multiple areas of the business willing to use a single service
- Complexity due to lack of common application infrastructure
- Willingness to embrace centrally developed solutions
The Strategic Challenge of SOA:

“Creating an architecture based on a portfolio of services requires a compelling case for enterprise architecture, a centralized development methodology and a centralized staff of project managers, architects and developers.

It requires a willing CEO and executive staff to pave the way for IT to dive into the core business processes of the company. Understanding those processes and getting buy-in on enterprise sharing are the real sine qua nons of SOA-based business transformation.”
Proposed Oracle Strategy – a “federated” service model based on SOA
Historical PPS Architecture

Corporate Personnel System

Existing Corporate Feeds

EDB EDB EDB EDB EDB EDB EDB EDB EDB EDB

Existing Mainframe Interface (CICS)

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Existing Mainframe Interface (CICS)
Current PPS Environment
PPS Data Enhancement

Existing Mainframe Interface (CICS) → PPS → Enhanced EDB → Campus Data Warehouse

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Existing Mainframe Interface (CICS) → PPS (BK) → Enhanced EDB → Campus Data Warehouse

Corporate Personnel System

Psoft HRIS

SLIS

12/5/06
Adding SOA to PPS
Adding EDB Update and HRIS Applications

New Web User Menu:
- Hire
- Rehire
- Reclass
- Real-time Access to Current Information
- Applicant Tracking
- Additional Personnel Information (skills, restrictions, evaluation due date, etc)
- Salary Administration
- Critical Event Notification
- etc.

12/5/06
ERP Option

ERP Database

ERP (Purchased)

SOA Interfaces to PPS Services

Existing Mainframe Interface (CICS)

PPS

ERP Database

Corporate Data Warehouse

Corporate Personnel System

SLIS

Existing Mainframe Interface (CICS)

PPS

ERP Option

ERP Database

ERP (Purchased)

SOA Interfaces to PPS Services

Existing Mainframe Interface (CICS)

PPS

ERP Database

Corporate Data Warehouse

Corporate Personnel System

SLIS

Existing Mainframe Interface (CICS)

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ERP Option

ERP Database

ERP (Purchased)

SOA Interfaces to PPS Services

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SLIS

Existing Mainframe Interface (CICS)

PPS

ERP Option

ERP Database

ERP (Purchased)

SOA Interfaces to PPS Services

Existing Mainframe Interface (CICS)

PPS

ERP Database

Corporate Data Warehouse

Corporate Personnel System

SLIS

Existing Mainframe Interface (CICS)

PPS
Hybrid Approach
Redundant PPS’s?
Centralized Payroll

CENTRAL WEB APPLICATIONS
(Buy Build or Borrow)

ERP
(Purchased)

SOA Interfaces to PPS Services

Existing Mainframe Interface (CICS)

FINANCIAL APPLICATION

PPS

Global Enhanced EDB

ERP Data

Campus Data Warehouse

Campus Data Warehouse

Campus Data Warehouse

Campus Data Warehouse

Corporate Data Warehouse

Corporate Personnel System

SLIS

12/5/06
HRIS decision-making criteria

- Clear Vision
- Leadership sponsorship (non-IT)
- Commitment to streamline business processes
- Value (benefits)
  - campuses
  - system wide
- Relative Cost
- Feasibility / ability to develop and deploy
- Level of disruption to business environment
- Others?
Moving Forward

- Consultation / Decision-making process
- Governance / steering group
- Project team
  - Campus participation
  - UCOP participation
- Gain a better understanding of the feasibility of SOA
- Funding proposal to get started
Project Organization

Executive Steering Committee

Technology Committee

Functional Committee

Project Director

Subject Matter Experts

Business Analysts

Developers
Your Input

1 = Strongly Disagree    2 = Disagree    3 = Agree    4 = Strongly Agree

1. There is a significant benefit to addressing the HRIS challenge at a system wide level.
2. It is possible to define a clear set of intersecting system wide and campus needs that can be fulfilled via an HRIS.
3. Implementing HRIS capability should remain a local campus decision.
4. For those campuses not already committed to an HRIS strategy, UC should develop and implement a common solution.
5. A UC HRIS will require the campuses and UCOP to change their current HR processes.
Your Input

1= Strongly Disagree  2=Disagree  3=Agree  4 = Strongly Agree

UC should procure a commercial solution to address its HRIS needs.

We should focus HRIS on expanding the data elements and increase the data quality in PPS.

The incremental SOA approach to developing and deploying a new system wide HRIS is the best strategy.

UC should include replacement of the Payroll Personnel System in its HRIS plan.

Without changing its business practices, my campus would benefit from new HR and payroll systems.

My campus leadership is supportive of the need to invest in a UC HRIS initiative.

12/5/06
The most pressing need is for standards and consistency.
The most pressing reason for an HRIS is better data quality.
The most pressing reason for an HRIS system is a set of tools to support HR processes.
The cost of a commercial HRIS product would be greater than the cost of a UC developed solution.
UC will provide the required leadership to make this project successful.
UC will provide the required funding to make this project successful.