PPS Initiative
Changing the Way We Work*

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Office of the President

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* Includes Information developed by Aon Hewitt Project Consultant
Why a PPS Replacement Initiative?

- PPS is almost 30 years old and no longer meets the highly complex and evolving operational needs of the University.
- There are 11 different variations of PPS in use today throughout the University, which are costly to maintain and support.
- The limitations of PPS drive workload redundancy and process inefficiency.
- PPS must be replaced in order to streamline and standardize payroll and HR operations.
PPS Initiative  Project Goals and Objectives

• Implement modern technology and tools for managing UC’s workforce
• Simplify and standardize HR, Payroll, and Academic Personnel administrative processes
• Improve efficiency and service quality through new approaches to service delivery
• Achieve long-term, sustainable cost savings
Mission:
To achieve sustainable long-term cost savings and improve service quality through more effective and efficient business processes, improved technology, and a new approach to HR/APO and payroll service delivery.

Vision:
Administrative excellence at a level on par with UC’s academic enterprise.
Replacing PPS means finding Component Solutions and integrating existing functionality.

PPS is More Than Just a Payroll System.

- HRMS
- Time and Attendance
- Benefits
- Payroll
- Financial Systems Integration
About UC Payroll and HR Operations Today

• HR/APO/payroll/timekeeping operations supports approximately 185,000 employees.

• UC-wide, there are approximately 6000 FTEs today performing HR, payroll and timekeeping duties at a cost of over $500 million.

• The ratio of HR and payroll staff to the number of employees served is higher at UC than at 90% of other organizations according to benchmark data.

• Opportunities to improve payroll and HR services by deploying new technology, streamlining and standardizing processes, eliminating duplication and centralizing transactional activities.
• Replace PPS with Oracle’s PeopleSoft payroll, HR and Benefits systems.
• Standardize and streamline all related payroll, HR and APO business processes UC-wide.
• Centralize transactional payroll, HR and APO processes to be more efficient, higher quality and less costly.

Future State Payroll and HR Service Delivery

Higher Quality
More Efficient
Lower Cost
When the Project is Complete…

• There will be a single payroll and HR solution for all employees UC-wide.
• Employees will have access to their information and be able to make changes via online self service.
• Dedicated customer support staff will provide accurate and timely information by phone, email or chat.
• Payroll processing will be real-time, automated, efficient and accurate.
• HR, payroll and academic personnel transactional processes will be simplified and consistent across all UC locations.
• UC will deliver payroll and HR services at a substantially lower cost than today.
PPS Phased Implementation

Phase 1: Human Resources and Payroll
- First wave locations
- Remaining locations
- 18 - 36 months

Phase 2: Time & Attendance
- 12 - 30 months

Phase 3: Integrated Portal and Data Warehouse
- 12 months

Ongoing Delivery
• **Phase 1:** Implement HRMS, Payroll and GL integration solutions, replacing PPS “must have” functionality as well as improving core human resources and payroll processing capabilities.

• **Phase 2:** Implement systemwide time and attendance capability, significantly reducing business process redundancies, shadow systems, and paper processing.

• **Phase 3:** Achieve end-to-end integration and consolidation, with expanded HRMS functionality, a UC-wide portal facilitating access to all systems, and a human resources/payroll data warehouse supporting analytics and decision support.
Early Adopters / First Wave Implementers

• Implementation in several waves made up of small groups of campuses/medical centers.
• Each wave is able to execute more efficiently and effectively by building on the experience and lessons learned in the previous wave.
• The “wave” approach:
  • Manages risk
  • Builds momentum
  • Provides proof of success
Early Adopters / First Wave Implementers

(First Wave Implementers circled in red)
# Project Timeline

## 2011

- **Sep**: Integration and Conversion Strategy
- **Oct**: Training
- **Nov**: Design Sessions
- **Dec**: Configure Application
- **Jan**: Functional Designs
- **Feb**: Technical Designs (Conversions, Interfaces...)
- **Mar**: Build & Unit Test (Interfaces, Conversions...)
- **Apr**: Prepare SIT Scenarios
- **May**: System Integration Testing (SIT)
- **Jun**: Update Business Process Maps
- **Jul**: Data Mapping for Conversion
- **Aug**: Data Cleanup
- **Sep**: End User Training

## 2012

- **Oct**: HR/APO SMEs
- **Nov**: Payroll SMEs
- **Dec**: Mostly Functional Activities
- **Jan**: Mostly Technical Activities

## 2013

- **Feb**: Payroll Parallel Testing
- **Mar**: Performance Testing
- **Apr**: User Acceptance Testing
- **May**: Cutover
- **Jun**: Prod

*Each Key activity will be led by UC and Oracle experts from PMO*
Service Delivery Model (SDM): Implementation Timeline

- Implementation Requirements includes: governance, detailed org design, technology requirements, staff and training planning, facilities planning, and transition planning
- Implementation Build includes: recruiting, training development and delivery, technology implementation, operational procedures/readiness, and launch preparation
- Targeted Live Date: January 2013
Project Structure and Governance

- Executive Project Sponsor
- Executive Steering Team
- Project Director
- Project Management Office
- Central Project Team
- Change Control
- Practices Board
- Management Workgroup
- Local Project Teams
- Standardized Process Designs
- Execution & Escalation of Issues
- Testing
- Data Conversion
- Process Management
- Strategy Approach
- Methodology Coordination
Linked directly to the Project Management Office and Management Workgroup. Develops the recommendations for the Payroll/HR/APO functions and processes to be performed within a UC-wide shared services center and the detailed design of the shared services organization.
### Project Structure and Governance

#### Executive Project Sponsors
- Peter Taylor, CFO
- Nathan Brostrom, EVP – Business Operations

#### Executive Steering Committee
- Monir Ahmed – UCM
- Susan Carlson – UCOP
- David Ernst – UCOP
- Steve Relyea – UCSD
- Christina Valentino – UCSC
- Gretchen Bolar – UCR
- Ron Cortez – UCSB
- John Meyer – UCD
- Dan Sampson – UCOP
- John Wilton – UCB
- Wendell Brase – UCI
- Dwaine Duckett – UCOP
- Jack Powazek – UCLA
- Barrie Strickland – UCSF

#### Management Workgroup
- Mike Allred – UCD
- Mike Baptista – UCOP
- Steve Chilcott – UCD MC
- Gwen Lake – UCLA MC
- David Odato – UCSF
- Chuck Rowley – UCR
- Paul Weiss – UCOP
- Rich Andrews – UCI
- Paul Craig – UCSD MC
- Dave Curry – UCLA (internal audit)
- Don Larson – UCSD
- Pet Price – UCOP
- Dan Sampson – UCOP
- Peter Woon – UCI MC
- Allison Baird-James – UCLA
- Karl Heins – UCSD
- Sheryl Ireland – UCM
- Charlotte Moreno – UCSC
- Jeannine Raymond – UCB
- Nancy Tanaka – UCOP
Project Structure and Governance

**Practices Board**
- APDs – Cindy Doherty, Cynthia Leathers, Pat Price, Pamela Peterson
- CHROs – Tom Leet, Jeannine Raymond, David Odato, Marilyn Voce
- Controllers – Mike Allred, Allison Baird-James, Don Larson, Delphine Regalia, Peter Woon

**Change Control Board**
- Sue Abeles (Payroll), Lubbe Levin (HR), Nancy Tanaka (APO), Paul Weiss (IT)

**Project Management Office**
- Anthony Lo, UC Project Director
- Doug Johnson, Oracle Project Director
Project Ground Rules

Maximizing Efficiency and Effectiveness
• To drive a lower long-term cost of ownership, we will implement software as one standard UC configuration and change our processes to fit whenever possible.
• All locations will have the same processes for HR, payroll and academic personnel. For all locations:
  • Data definitions will be the same
  • Policy implementation will be the same

Transformational Change
• Past practices will not dictate future practices.
• Where efficient and effective, we will centralize transactional processes.
• If a desired process change is not aligned with existing policy, we will examine the policy and take action to change it if viable.

Maintaining Strong Momentum
• We will maintain strong momentum and a sense of urgency in order to achieve benefits quickly.
• All locations will have an internal project governance structure that enables timely decisions, communication and execution of project deliverables.
Project Ground Rules

University-Wide Objectives and Outcomes
• As governance body or project team members, we will:
  • Put the interests of the entire University first
  • Consider issues from local, functional and systemwide perspectives
  • Be open to alternative approaches and new ideas
  • Be advocates for the project objectives at our locations, among our peers and on behalf of the University

Teamwork
• We will make decisions, complete homework and provide input within agreed-upon schedules.
  • We will make decisions quickly, recognizing that at some point debate must be concluded.
• We will not always agree, but we will support the decision that is made.

Communication
• We will communicate honestly, actively and transparently with:
  • Our project team members
  • Our functional peers systemwide
  • Our colleagues and stakeholders locally
  • Our local and systemwide leadership
## What We Know, What We Don’t

<table>
<thead>
<tr>
<th>Decisions that Have Been Made</th>
</tr>
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<tbody>
<tr>
<td>• Support for Payroll, Workforce Administration, Leaves of Absence, and Benefits will be provided within the Systemwide Shared Services</td>
</tr>
<tr>
<td>• The following services will not be supported centrally: Staffing and Recruiting, Learning, Performance Management, Employee and Labor Relations</td>
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<td>• Manager self-service (MSS) and employee self-service (ESS) will be primary service channels</td>
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<tr>
<td>• We will have call center representatives staffed to support employees, managers and HR/payroll staff</td>
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<table>
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<tr>
<th>Decisions To-Be-Determined</th>
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<tr>
<td>• The design of the Systemwide Shared Services Center (is underway)</td>
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<td>• The detailed scope of services, at the process level (is being finalized)</td>
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<td>• What will remain at the Campus/Medical Center versus what will be handled within Shared Services (this is in-process)</td>
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<tr>
<td>• The organization structure for the center including roles and staff levels</td>
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<td>• The technology tools and requirements for the center</td>
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<td>• The transition plan for moving the work and people into the shared services center</td>
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<td>• Training needs for the shared services staff</td>
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# What We Know, What We Don’t (continued)

## Decisions that Have Been Made

- The following entities will be early adopters who will go live in Wave I: UCLA and Medical Center, UC San Diego and Medical Center, UC Santa Cruz, UC Merced, and UCOP
- The funding model has been developed and is in the process of being finalized

## Decisions To-Be-Determined

- The Change Management Network structure and participants (this is in process now)
- The number of centers (by end of December)
- Where the center(s) are located (targeted by end of January)
- The governance structure for the ongoing Systemwide Shared Services function
- Who will be impacted by the change to shift to a central shared services
- What support will be provided for those whose jobs are impacted (targeted by end of January)
Keys to Success

Organizational Readiness and Willingness to Change
Major change requires extraordinary commitment, patience and some hard decisions.

Scope Management
Changes to the project plan or system will be made sparingly and collaboratively with careful consideration of tradeoffs.

Speed of Decision Making
This project will need to maintain significant momentum, resolving issues efficiently and effectively. While broad input will be needed and sought, committee consensus with extended deliberations will not always be possible.

Vendor Management
Oracle will play a critical role during implementation and in ongoing operation of the hosted technology platform. Both Oracle and UC will need to be diligent about their respective accountabilities, including service quality and issue management.
Managing Change with Communication

• The PPS Initiative’s website is the primary source for project information for internal and external parties: [http://workingsmarter.universityofcalifornia.edu/projects/payroll-personnel-system/overview/](http://workingsmarter.universityofcalifornia.edu/projects/payroll-personnel-system/overview/)

• News stories as the project reaches major milestones

• Project communication contact at each campus and medical center that works closely with campus and medical center communication

• Straightforward and timely information for changes that impact work processes, jobs, roles and organization

• Local communication plans will include regular updates, brown bag sessions

• Weekly updates for project team posted to SharePoint

• Email listserv for stakeholders to ensure up-to-date on project status, issues and next steps

• Send questions to [pps.initiative@ucop.edu](mailto:pps.initiative@ucop.edu)