



We're not in Kansas Anymore, Toto:

How to plan a global HRMS roll-out



Agenda

- Introduction
- What is a global roll-out
- Need for a global roll-out
- Advantages and Disadvantages
- What Makes it Complex
- Path to Success
- The Team
- Change Management and Change Control
- Defining the Scope
- Common Business Processes
- Choosing a pilot site
- Setup and Configuration decisions
- Resourcing
- Conclusion

Introduction

Almost by definition, global roll-outs often fall under the responsibility of a very capable person at a parent Company that knows little about the local requirements of the countries being implemented. This session provides a road map for creating a project plan that leverages as much standardization as possible while addressing local requirements. After this session you'll find planning a global roll-out as easy as following the yellow brick road



What is it...

- Implementation of Oracle HRMS based on a global set of templates
- Global set covers
 - Integrated business processes
 - Org Structures
 - Documentation
- Localization for each region covering
 - Legislative requirements
 - Local processes



The Need...

- Think Global Act Local
- Increased challenges and complexities
- Optimize and Support global processes
- Snapshot views of human capital



Advantages and Disadvantages

- Information available where and when needed
- Adherence to corporate policies
- Enables right talent at the right place at the right time
- Reduce redundancy
- Resistance to change
- Increased complexity for smaller regions



What makes it Complex?

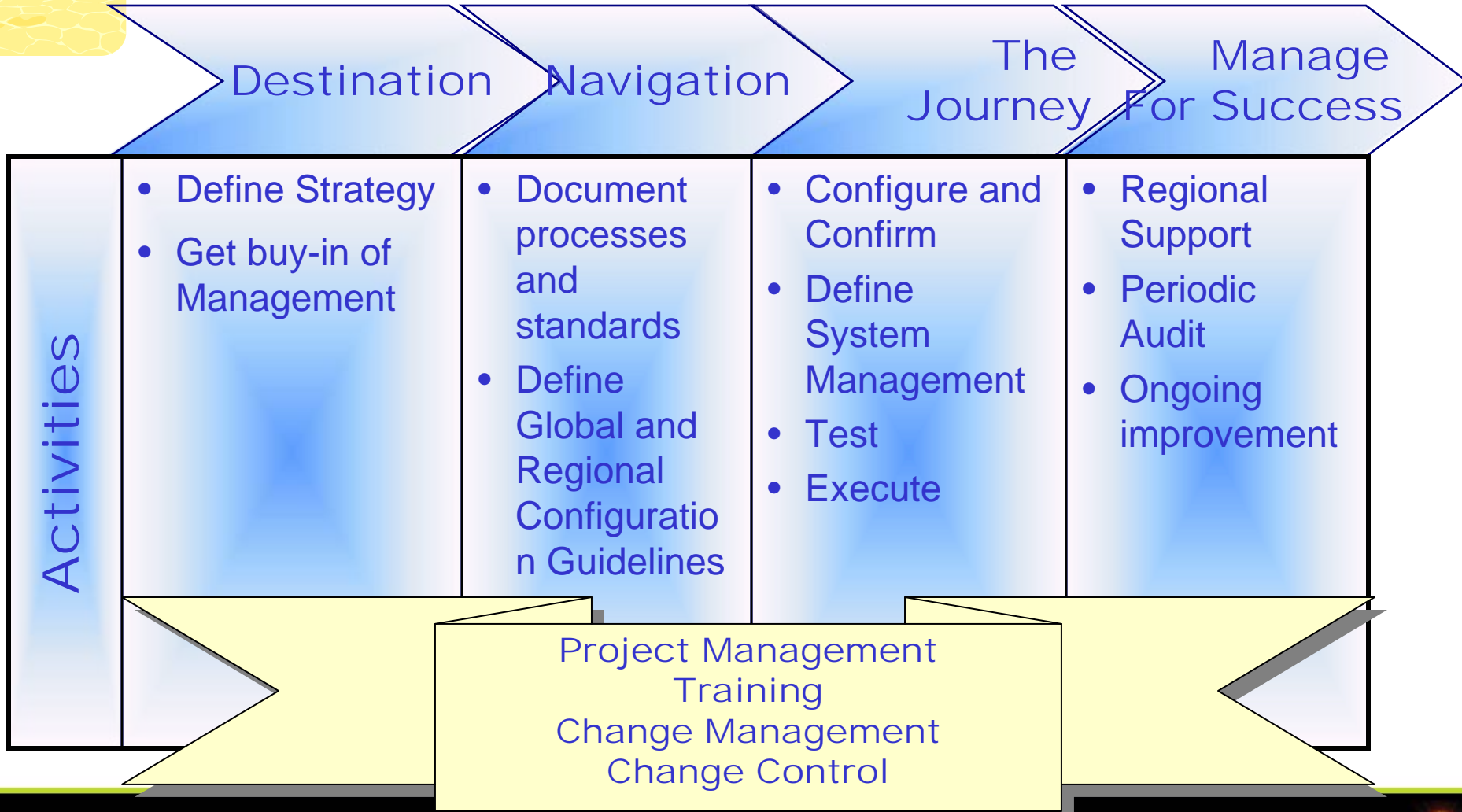
- **Business Drivers**
 - Data Standards
 - Processes
- **Geographical Drivers**
 - Language and Customs
 - Buy-in
 - Data Privacy Laws
- **Project Organization**
 - Team composition
 - Support across regions
 - Coordinating simultaneous implementation
- **Localizations**
 - User team strength
 - Local interpretation



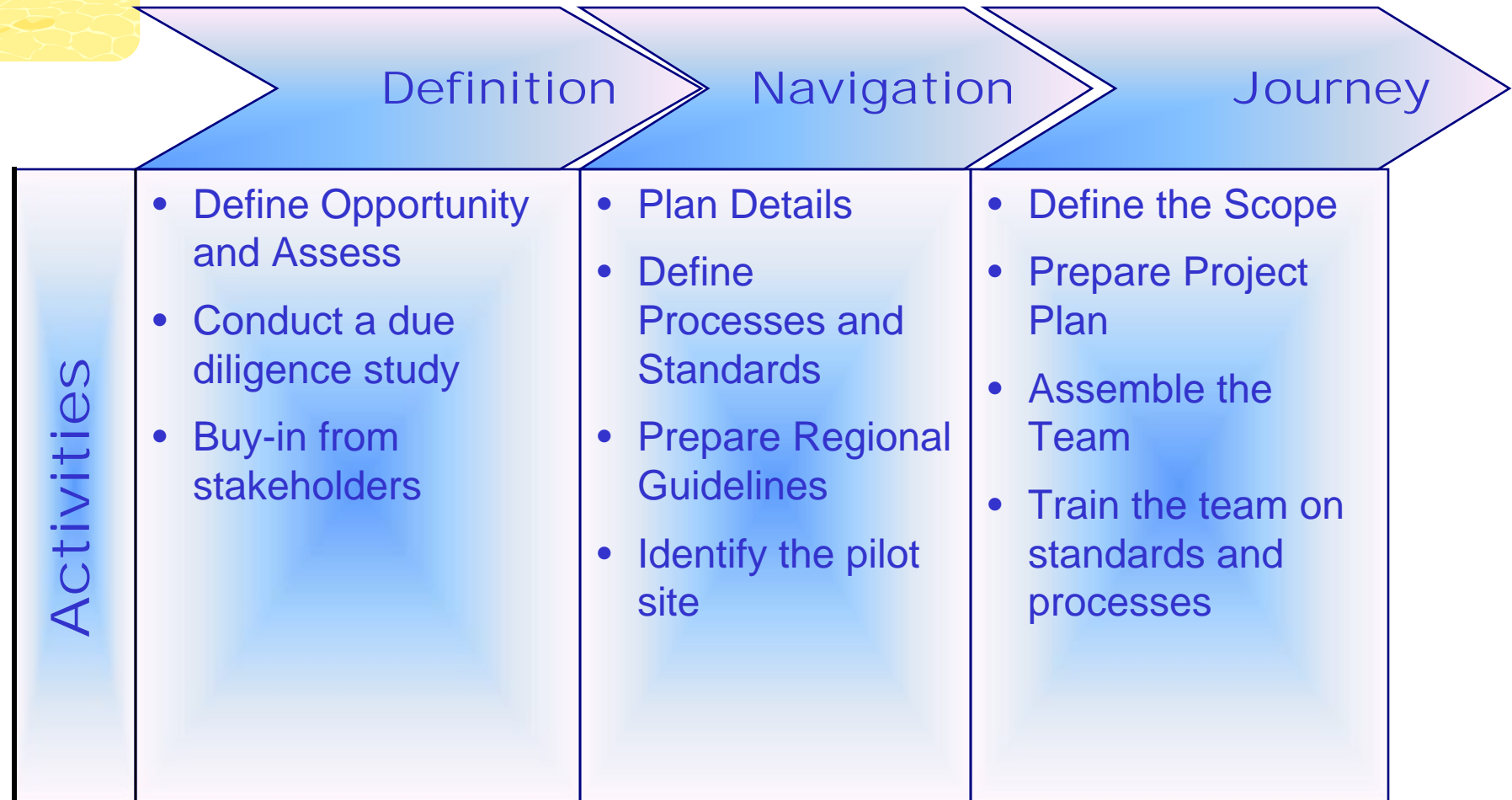
The Path to Success...

- Project Set Up (Destination)
- Blueprint for Success (Navigation)
- Implementation (Journey)
- Ongoing maintenance and Support

Path to Success



Path to Success





Due Diligence Output

- **Global Scope**
- **Sites to be covered**
- **Processes to be implemented**
- **Flow of information between entities**
- **Organization Charts**
- **High Level Gap Analysis (Functional)**
- **Gap Resolution Policy**

- **Project Management Office**
- **Organization and Structure**
- **Roles and Responsibilities**
- **Change Management Team**
- **Change Control Procedures**
- **Conflict Resolution**

- **Technical Architecture**
- **Number of Instances**
- **Instance Management**
- **Version, Family Pack & Patch Management**
- **RICE Policies**
- **System Administration and Access**

- **Regional Setup and Configuration**
- **Business Group**
- **Legislation**
- **Configuration**



The Team...

Project Sponsor

Training Coordinator

Global Project Lead

Global Technical Lead

System Administrator

Global Reporting Lead

Database Administrator

Support Teams

- Internal Controls

- SysAdmin

- IT

Implementation Teams



Change is Constant...

- Change Management
 - Buy-in from regional users
 - Typical challenges
 - Language barriers
 - Local customs and conventions
- Change Control
 - Define methodology
 - Follow diligently
 - Periodic Audits



The Scope...

- Keep it Manageable
- Select what is core
- Be Flexible on Regional functionality
- Keep common processes to minimum
- Define Separate Business Group only if needed (driven by legislation, number of employees)
- MLS ??



Common Processes...

- Recruitment
- Organizations
- Work structures
- Termination
- Common lookups
 - Assignment Statuses
 - Marital Status
 - Leaving Reasons
 - Nationalities



The Pilot...

- Choose a Representative Site
 - Neither too big, Nor too small
 - Neither too complex, Nor too simple
 - Willing to adapt
 - Prepared for failure



Decisions.. Decisions...

- Business Group
- Flexfields structures
- Interface
- Personalization
- Custom Development
- Reporting



Resources...

- Instances
 - Test Instances
 - Development Instances
 - Alpha, Beta and Gold



Regional Teams

- Project Leader
- Functional
- Technical
- Support
- Training
- User Teams



Summary...

- BE PREPARED
- RISK MITIGATION STRATEGY
- EFFECTIVE CHANGE CONTROL
- DEDICATED RESOURCES
- TAKE OWNERSHIP



Thank you!!!

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