

Roadmap Guides Conversion to Global Platform for Human Capital Management

Hewitt

Client

The client is a leading provider of international human resources consulting and outsourcing.

Executive Summary

Hewitt engaged the Revere Group to develop a HCM Global Strategy to achieve a global platform which would support Hewitt's HR transformation of its service delivery model. There were significant cost savings gained by driving to a global HCM platform and re-designing core HR processes, and The Revere Group completed a business case and roadmap to quantify savings. This project included several work streams:

- Creation of a process/technology transformation roadmap to guide HR for the next 36 months as it re-engineers on a global basis
- Deep dive into Salary and Bonus Administration
- Deep dive into Workforce Administration

Business Challenge

The client's global geographies currently operate disparate human capital management (HCM) systems and business processes, resulting in excess costs, redundancy, and inconsistent data. Despite the lack of a definitive roadmap identifying the client's future HCM application migration path, the long-term objective involves establishing a common global platform that would unify all geographies under a common HCM system and set of HCM business processes where global processes are best applied. This platform will enable and support the client's Lean Program goals, global system alignment and standardization, and global process alignment and standardization.

Solution

To achieve an overall process/technology transformation roadmap The Revere Group's approach for this included activities and deliverables across six phases:

- **Phase 1** included the project kickoff and identification of subject matter experts (SMEs). It was important to establish early communication with the SMEs to impart awareness and understanding of the objectives and their role(s).
- **Phase 2** consisted of current state documentation and analysis. During this phase numerous interviews were conducted with SMEs across the globe to gather current state process information, understand and collect pain points, and create a current state application landscape by process and by region. Level 1, 2 and 3 process flows were created by each unique region for the Salary and Bonus Administration process. Understanding the current state allowed our team to easily transition our focus to the next phase and identify areas of improvement.
- **Phase 3** focused on the development of future state process and technology recommendations for the HCM global platform. Level 1-2 process flows were created for majority of the HCM processes and Level 1, 2, 3, and 4 process flows for the future state of the global Salary and Bonus Administration and Workforce Administration process areas. Also during Phase 3 we began to develop the HCM vision, guiding principles, operating model, and application landscape to help us transition our focus into Phase 4.
- **Phase 4** involved gap analysis of current state vs. future state and deriving release overviews. During several workshop sessions Revere reviewed and prioritized initiatives to aggregate them into reasonable releases. Within each release we identified objectives, key initiatives, business case summary, benefits, and scope.



For More Information

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About The Revere Group

The Revere Group is a North American Business Unit and a majority-owned subsidiary of NTT DATA, a multinational organization.

Founded in 1991 and headquartered in Chicago, The Revere Group is a leading global business and IT solutions consultancy that specializes in assisting high performing mid-tier and fast growing companies. Revere provides industry, process and technology expertise with a proven service approach—Think, Build, Source—to pave the way for your success. Revere focuses on five key business challenges to increase your business agility and bottom line results:

[Operational Efficiency](#), [Analytics and Collaboration](#), [Interactive](#), [Enterprise Platforms](#) and [Managed Services](#).

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- **Phase 5** focused on creating the final roadmap. This was a collaborative effort to combine the identified initiatives in Phase 4 into a program roadmap and timeline. The roadmap included FTE's and technology program costs, FTE reductions and technology improvements benefits, business case summaries, critical success factors, dependencies, assumptions, change mgmt. recommendations, prioritized initiative list and release assumptions.
- Building of greater alignment across regions and business segments through participation in Steering Committee, process and technology documentation and analysis, and proactive information sharing
 - Focus on change management based on the extent of process, technology and behavioral impacts
 - Identification of scope for the global HCM 9.0 implementation
 - Global design of salary, bonus and workforce administration process areas, as well as recommendations for implementation.

Results

This project was a collaborative effort with involvement from subject matter experts across HR with support from other internal groups. As a result of these efforts we saw a strong desire to start efforts to drive improvements and more consistency across HR. The validation to move toward a global platform is not one that clients will enter into lightly. By providing a detailed roadmap we were able to help drive a decision to move towards a global platform by highlighting the benefits and cost savings.

The result of our effort included:

- Validation of PeopleSoft 9.0 as the core foundation for the global platform
- Reduction in the application landscape from 39 to 22 applications to support talent management, workforce management and rewards administration processes
- A business case that supported the vision and roadmap, with analysis of cost and benefits
- Identification of improvements, potential efficiencies and opportunities to globalize within priority HCM processes and technologies

Think. Build. Source.

As your trusted advisor, Revere provides industry, process and technology expertise with a proven service approach—Think, Build, Source—to pave the way for your success.

THINK – Companies continually face the challenge of aligning their business objectives with their IT strategy. An effective roadmap with a strong business case delivers a path to achievable goals with measurable results. Revere helps identify and link people, process and technology, bringing clarity to your business and IT initiatives.

BUILD – A successful implementation is the driving force behind all that Revere does. We deliver the right solution on time and within budget. Disciplined project management skills and business aptitude ensures the success you rely on.

SOURCE – The right balance of sourced functions can improve your IT service levels and return on investment, allowing you to more effectively meet your business needs. Revere helps identify a strategic sourcing model based on internal capabilities, external resources and cost.