

HIT Systems

HIT Implements Global HR System Change: *System Change*



Assessment

Case

HIT, a high tech firm with global presence, needed to upgrade its HR people management system. Current *legacy systems* in the U.S., Europe and Asia Pacific were incompatible, making corporate reporting difficult and costly. The new system needed to bring all global regions in line and provide a new level of access to global data. *Mindshift Consulting* was engaged to oversee the assessment, planning, change and communication phases of the project.

Discovery

We conducted an in-depth business process analysis and developed a feature-rich best case system architecture. Regional and more localized assessments, including government regulations for reporting, were also conducted, along with a thorough vendor review process.

After more than a year of assessment and analysis, a vendor was selected to provide the best possible solution for HIT's HR global system needs. This project represented the vendor's largest implementation to date, including many unknowns beyond their own experience.

Themes

Integration

- seamless local, regional and national rollup reporting
- significant customization needs for three global systems
- regulatory reporting and global systems integration deemed high priorities

Reporting

- real time global employee count designated as a priority
- employee wages by employee level, functional area and business unit
- scenario planning flexibility

Implementation

- work and workflow process changes
- coordination of change phases by functional implementation
- ongoing, consistent business and project change related communications

Critical Success Factors

- Significant company resources allocated at regional and local levels
- Significant vendor resources specifically dedicated to the HIT project
- Across the board senior management team sponsorship

Engagement

Design

We began by co-creating *design principles*, statements that describe key requirements. Design principles serve to guide our work toward outcome goals. They include behavioral strategies*.

Design Principles

- well defined business process mapping
- cross functional sourced project teams
- clear and consistent change messaging that addresses the business need and benefits
- integration of corporate values with change goals and processes
- change campaigns succeed best when they include those affected by the change*

Activities

We developed project phases by functional implementation, respecting their business cycles. With significant company resources dedicated to internal processes, we then focused on developing change and communication elements for the campaign. Plan elements:

- counsel on the principles of change management and key models
- change leadership, risk assessment, and contingency planning
- tightly integrated change plans in support of each phase
- early and ongoing strategic communications in support of overall campaign and phases

Post Implementation

Outcome

The project ran nearly three years from start to finish and involved over 1,000 project tasks in the U.S. alone. Along the way we added full time project integrators, dedicated change managers, and communication resources. We successfully delivered on the project's global data integration goals and robust reporting.

Change expectations were managed smoothly with a high satisfaction rating from internal clients. The communications effort involved the use of high level managers and many existing internal channels, as well as channels created specifically for the project.

Follow-Through & Next Steps

Customization efforts continue.