

Continuous Improvement of the SuccessFactors Implementation

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In This Session

This session shares real-life challenges within Charles Machine Works' SuccessFactors implementation and how the HCM team used continuous improvement principles to improve both the effectiveness of the implemented modules as well as change management practices

We will discuss:

- The benefits of conducting a system health check and system optimization activities
- The advantages of incorporating end users to drive your system success
- How to improve the quality of implementations with thorough testing practices, which engaged all team members
- How to garner key management input and support
- Continuous Process Techniques to apply to your own implementation

What We'll Cover

- **Who We Are**
- **Drivers for Continuous Improvement Initiative**
- **Continuous Improvement**
- **Success Stories**
- **Lessons Learned**
- **What's Next**
- **Wrap-up**

Christy Daugherty, HRIS Supervisor

HRIS Supervisor at Charles Machine Works responsible for project management for SuccessFactors implementations and optimizations.

Key responsibilities include:

- Development and maintenance of implementation roadmap for the remaining SuccessFactors modules
- Soliciting input from SME's (Subject matter experts) and end users
- Supporting HCM team to develop change management plans by:
 - developing and delivering SuccessFactors communications
 - Providing training tools to our end-users
- Working with our end users to assure everything is running smoothly and to engage continuous feedback
- Ongoing business support and training after go-live

About Charles Machine Works

- Family and Employee-owned organization, comprised of 7 companies which manufacture equipment used in underground utility construction
- First family of underground construction; our founder invented the first mechanized, compact service-line trencher
- Approximately 1800 employees, all working in domestic locations
- Most known for their Ditch Witch product line
- Main Campus located in Perry, Oklahoma



The SAP & SuccessFactors Landscape

SAP ERP with HCM (Since July 2005)	SuccessFactors (Since December 2012)
<ul style="list-style-type: none">• Personnel Administration	<ul style="list-style-type: none">• Enterprise Customer
<ul style="list-style-type: none">• Organizational Management	<ul style="list-style-type: none">• Employee Central (Integrated to SAP Payroll)
<ul style="list-style-type: none">• Benefits	<ul style="list-style-type: none">• Recruiting
<ul style="list-style-type: none">• Payroll	<ul style="list-style-type: none">• Goals & Performance
<ul style="list-style-type: none">• Time Management	<ul style="list-style-type: none">• Analytics

SuccessFactors solutions were deployed to support full-suite talent management

Sharon Cook, Practice Director

- Responsible for hyperCision's support of our customer's HCM SAP and SuccessFactors initiatives and the development of our practice team.
- 20 years in Human Resource and Systems roles within fast paced organizations experiencing ongoing organizational change.
- Leadership and Management experience across HR disciplines and HRIT
- Leadership and participation in numerous SAP/SuccessFactors projects as a customer.
- Over 10 years of global SAP HCM and SuccessFactors Consulting experience including organizations in Life Sciences, Pharma, Finance & Banking, Materials & Specialty Chemicals, Manufacturing, High Tech, Education and Medical.

hyperCision Services



hyperCision Approach in Overview

Our approach is simple: we hire great people in the industry and give them the foundation, tools, and guidance to allow them to deliver strategic HCM transformation for our clients.



PEOPLE

- Platinum-level consultants
- Passionate about HCM
- Results-oriented
- Knowledge sharing
- Over 8 yrs avg. experience



PROCESSES

- Project mgmt and controls
- Repeatable execution
- Best practice-driven
- Use software accelerators



PRINCIPLES

- Put our client's interests 1st
- Become trusted advisors
- 100% project transparency
- Really care about our clients



STRATEGIC HCM TRANSFORMATION

Key Differentiators

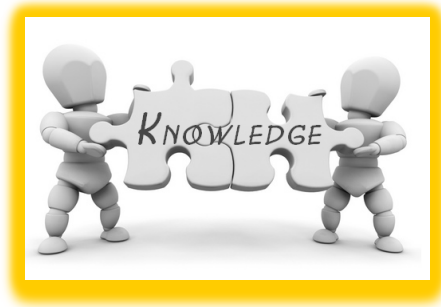
- Our passion is HCM
- hyperCision is committed to focusing on SAP and SuccessFactors.
- We understand HR data and processes and what is needed from an HR system
- Beyond the system, we hold deep bench strength in Project Management, Data Management/Migration, Testing and Change Management/Adoption
- We know technology and are a SAP certified solution provider offering products and tools to increase HCM system satisfaction
- SAP/SuccessFactors integration is a focus for our technical team
- Our team has strong ties to SAP and SuccessFactors, and we leverage these for our customer's success.
- Service and support is ongoing. We pride ourselves in being there for our customers.

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Drivers for Continuous Improvement

- Vision to grow internal knowledge & drive to high level of system self sufficiency
 - Our team was capable but had a lot of questions
 - Multiple implementation partners had led to limited continuation of knowledge sharing



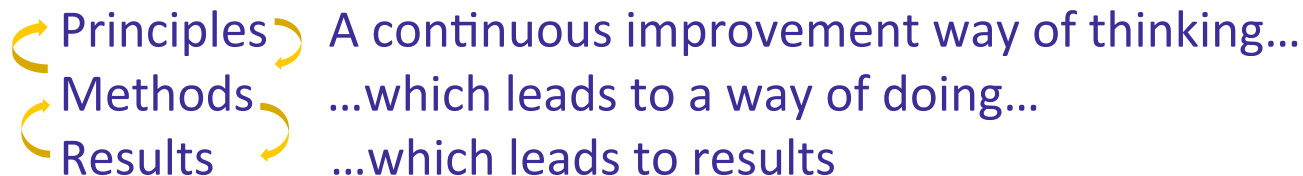
Drivers for Continuous Improvement

- After our initial implementation, we were left with a long list of user issues and requests
 - Were issues functional deficits, bugs, or just caused by a lack of knowledge?
 - SuccessFactors Customer Support responses were not content rich
- We needed to leverage our investment to gain a solution for both near-term and long-term!



Our Solution:

- “The Orange Way”
 - CMW’s Continuous Improvement Process
 - Adapted from Toyota Production System principles



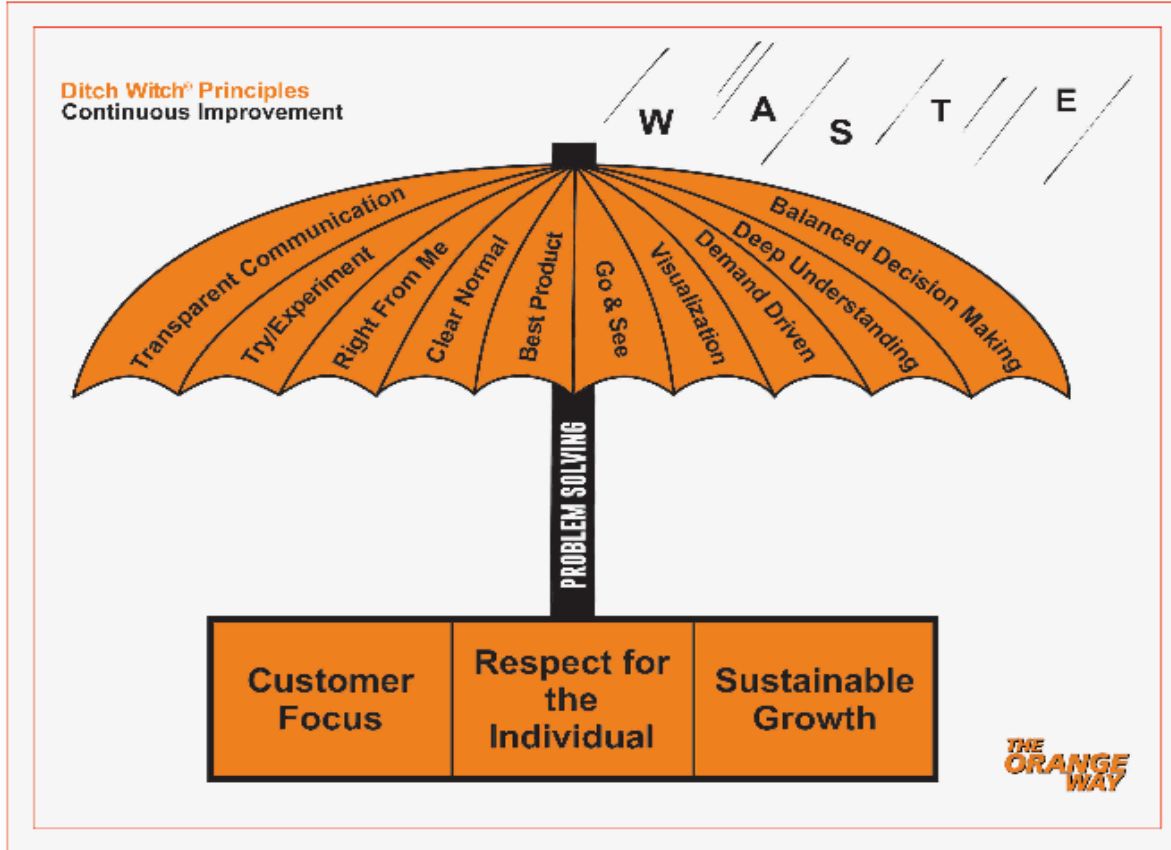
Selecting a Partner

- Recognized we needed a partner with expertise in SuccessFactors and HCM business processes
 - Attended the HR2014 SAP Insider conference
 - Identified speakers with knowledge in our SuccessFactors ‘pain points’
 - SuccessFactors product knowledge
 - HCM business expertise
 - Focus on growing our internal capabilities
 - Went through an interview and proposal process to identify a partner
 - With the knowledge and expertise we needed
 - Able to challenge us to make the best decisions and grow our knowledge base
 - Able to bring best practices to the table for our business

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Continuous Improvement – The Orange Way



The Orange Way Vision

- *Satisfied Customers*
- *Engaged Employees*
- *Sustained Growth*

Structuring Continuous Improvement

Assessment was broken into three(3) areas to be addressed

- Process
 - The steps and approaches followed to get to the improvements
- System
 - Includes Software, Applications, Integrations
- People
 - Includes Training, Change Management, Team Construct, Organization Re-Design



Let's review for each of the above areas how continuous improvements were planned for and applied.

Path to Continuous Improvement: Step 1

- Feedback from end-users that many aspects of SF modules were not meeting business needs or were not user friendly
- Human Resources team began an issues list on SharePoint
- Orange Way approach is to include end-users in the problem solving process
- Led several focus groups to solicit feedback to identify improvement ideas

Key Finding : Needed resources went beyond addressing the requirements we had. Resources needed to help us assure we had all requirements to support business processes.

You don't know what you don't know!

Path to Continuous Improvement: Step 2

- Created HCM teams partnered with hyperCision consultants, included SME's as needed
- Increased project team understanding of system capability through training and business process review
- Confirmed Requirements
- Categorized Requirements:
 - Process
 - System
 - People

Path to Continuous Improvement: Step 3

- Requirements categorizations, we created solution teams by module
 - Partnered with hyperCision consultants specialized in both functional and technical optimization for each of the modules
 - Pulled in business SME's as needed with an eye to:
 - Confirm business need understanding
 - Share ownership of the solution
- Focused on:
 - Immediate wins
 - Long term solutions
 - Expansion of internal knowledge and self sufficiency
- Incorporated planning for:
 - Immediate system improvements
 - Long term system improvements
 - Knowledge Building & Training activities
 - Change Management



What is a System Health Check?



An assessment that:

- Compares your HCM objectives and goals against current and future SuccessFactors functionality
- Provides the best path forward to achieve your HCM vision.

Typically consists of:

- Evaluation of your use of available capability
- Analysis of implementation quality
- Determination of readiness for use
- Review of your goals, objectives and vision

What to expect from a System Health Check?

- **Use of Available Capability**
 - Comparison of what it can do against what you use
- **Quality of Implementation**
 - Configuration Quality, feature activation, requirements met, functionality is working, etc.
- **Strength of the Foundation**
 - Upgrades applied, data models and functionality support expansion into additional modules.
- **Fit to Organization Need**
 - Aligns with business drivers/requirements
- **Organization Readiness for Use**
 - People know how to use the tool, no process/system conflicts



Results of a System Health Check?

A detailed Findings and Recommendations document focused on:

Governance

Business Process

Technical

Additional Observations

Recommendations were aligned as follows:

- **Quick Hits**
 - Education
 - Self Sufficiency
 - Process Reviews
- **Optimization**
 - Issues/Fixes
 - Expanded Use Existing Modules
- **Functional Roadmap**



Organization of Recommendations

Effort	Duration	Resources	Staffed by
Low	3 weeks or Less	External	hyperCision
Medium	4 – 8 weeks	Internal	Charles Machine Works
High	Greater than 8 weeks	Technical	SuccessFactors, Integration, ABAP

- All external resource work effort would be detailed in a Statement of Work for approval giving specific costs and durations
- Recommendations were at a granular level but were bundled in logical groupings of work for efficiency of configuration, testing and impact to downstream systems/processes

Health Check Results

Immediate Opportunity (Low Hanging Fruit) - Platform

ID	Recommendation	Return
R1	Train CMW Admins in Set up of Custom Themes and Home Layout	Allows for better User experience and themes can be set up per company allowing for information and look to be specific to company. Individual company logos and be used to replace the current blurry logo that is a composite of all company logos The intent is to house company information and helpful links for employee giving all one point to go to find or link to their employee/company information. Can add links back into SharePoint where materials can still be updated and version controlled
R2	Configure/Set Up Company Resource Page	With EC Best Practice is to not use the Standard Profile but instead to set up a separate view. This removes duplicate Personal Information. To reduce costs the set up can be retained but Personal information removed to avoid confusion
R3	Remove Personal Information from the Profile View	Confirm that it is no longer needed and cancel the process
R4	Review Employee Import Job	

External Effort: Low

Internal Effort: Low/Ongoing

Human Technology, Precise Solutions.



Optimization Changes (Substantial Work) - Recruiting

ID	Recommendation	Return
R43	Implement SuccessFactors Recruiting Marketing (RMK). RMK simplifies the branding of a career site and optimizes navigation and search for candidates. Includes powerful analytics for tracking the source of candidates. Requires 100 hours SF services	Recruiter site is very bland with little to no branding or information that would make it feel like Ditch Witch. Recommend adding an image and reviewing the look of the site more welcoming for candidates. Additional search criteria for candidates, such as keyword and possibly radial search on job postings. Three options
R44	Review the existing application forms (hourly (job specific questions / salaried required resume) with intent to simplify. Review required fields and questions to determine whether critical for screening. Consider expanding the list of sources the candidate can select from.	Applicant Experience
R45	Consider using the standard integration to eQuest to post jobs directly from SuccessFactors (Automatic Posting Link between SF and an outside site.) (Integration resource needed)	Applicant Experience and Efficiency. Metrics on Effectiveness of Sources
R46	Review and adjust the permissions on the application forms so that managers can have visibility into more information, such as other requisitions candidates have applied for.	Applicant Experience - Reduces support of functionality for Recruiting Efficiency. Metrics on Effectiveness of Sources
R47		Efficiency

External Effort: Med

Internal Effort: Low

Technical Effort: Low to Med

Human Technology, Precise Solutions.



Optimization Changes (Substantial Work)- Employee Central

ID	Recommendation	Return
R14	Configure foundation objects to have associations in place. Include additional information on the Job Classification Foundation Object (FFO Code, Payroll Area, Personnel Area, Pay Type, etc) and integration to auto-fill those fields on the employee record.	Data Integrity
	Load data for Salary Information. Provide updated export this initiative. The export feed to SAP would need to support these new data elements.	Ease of Entry/Data Integrity
	Load job grade and grade ranges	Full employee information. Needed for future module use
	Work Schedules in Employee Central. The export feed to SAP would need to be updated to support these new data elements.	Data Integrity
	Manager Self Service. Provide updated RBPs to support	Reduce two system entry
	Employee Self Service. Provide updated RBPs to support	Efficiency/User Experience
	Workflow to support planned self-services.	Efficiency/User Experience
	Electronic pay slips to salaried employees.	User Experience/services

Med

Internal Effort: Med

Technical Effort: Med to High

Human Technology, Precise Solutions.



Fifty-three (53) specific recommendations with overall summaries of each assessment area.

Health Check Actions: 1

- Review and analysis of each recommendation
 - Acceptance criteria included organizational readiness; timeline; effort
 - Accepted recommendations were added to the 'resolution timeline'
 - Fit to annual review process and other HR annual processes was considered
 - Some recommendations were tabled for future implementation based on organizational readiness



Health Check Actions: 2

- Approach
 - Each recommendation was assigned to a consultant and an internal team member
 - Weekly meetings to assure work stayed on track
 - Planning and Review sessions were a combination of face-to-face and teleconference
 - Recommendation work was performed remotely (cost efficiency)
 - HR and IT partnered jointly and included SME's as needed



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Process Wins: 1

- Knowledge self-sufficiency
 - Designated knowledge champions
 - Expertise in using SuccessFactors Community
 - Quarterly Release Session attendance and review
 - Admin Compass Newsletter reviews and discussions
- Delivery Management from Implementation Partner
 - Defined deliverables
 - Regular Progress Reviews for activities with named Delivery Manager
 - Ongoing validation of roadmap in alignment with vision and quarterly updates
 - Knowledge transfer is key to every activity



Process Wins: 2

- Test Planning & Testing Procedures
 - Repeatable test strategy and testing practices
 - Team Testing including Key Admins and Functional Staff
- Defined Approval Process for System Changes
 - Look at entire process making well thought through decisions
- Formalized Leadership Involvement
 - Steering Committee Creation
 - Ongoing review and commitment to roadmap



Process Wins: 3

- Enthusiastic End Users
 - End users input is valued and drives solution improvement
 - Previously vested end users engagement increased
- Manager and Employee Self Service
 - Streamlined transactions
 - Paper reduction
 - Provides information at the Manager's finger tips
 - Company image is now more technology current



System Wins: 1

- Synchronized Test and Production systems
 - Accurate testing
 - Consistent training platform
- Home Pages are branded to promote each unique company
- Improved Data Integrity and Efficiencies
 - Screen Layout Changes
 - Data Field Associations
 - Aligning Data back to Standard versus Custom Fields
 - Online line approvals.



System Wins: 2

- Employee Central; Performance, Recruiting & Integration functional deficits rectified
- EC improvements
 - Integration
 - Data migration
 - Payroll accuracy
- Recruiting improvements: Disposition Pipeline
- Performance Management
 - Team Overview
 - Calibration
- Strengthen use of Role Based Permissions



People Wins

- Staff realignment
 - Alignment with IT
 - Support of go forward processes
- System knowledge is now in-house
 - Platform
 - Employee Central
 - Role Based Permissions
 - Admin Tools
- A SuccessFactors “Standard Work Instructions” tile on Home page
 - Consistent with our Orange Way culture
 - Reiterates commitment to the business
 - Acts as a reminder of project success



People Wins



- End User engagement
 - Their voice was heard
 - They drove the changes
- Training improvements
 - Aligned with business needs
 - Illustrates how the solution provides them with advantages
 - Reiterates how optimization enhancements make the business's job easier
- Improved confidence in SuccessFactors solution and spotlighted the success of the HCM team

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Lessons Learned



- Commit to system knowledge
 - Stay on top of SuccessFactors knowledge channels for customers
 - Know how to confirm information your implementation partner provides
 - Understand system limitations and system roadmap -> manage processes accordingly
 - Partner with SuccessFactors to drive the change you need
- Find the right team and get them aligned
 - Put emphasis on business process and create focus groups around it
 - Garner team engagement across functional areas
 - Ensure everyone (business and IT) are aware of downstream system impact
 - Find a partner who has systems expertise & business knowledge
 - Find a partner who aligns with your culture

Lessons Learned



- Create a roadmap
 - Schedule regular roadmap reviews
 - Ensure you are planning your work in alignment with your roadmap
- SuccessFactors itself leads to continuous improvement – you need to own this
 - Quarterly releases
 - Ongoing testing
 - Knowledge sustainment
 - Change management is ongoing
- Create SuccessFactors Champions from the top down
- Dedicate internal resources to the system and the internal programs that use the system

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What's Next



- Finalize 2016 Road Map
- Ongoing engagement with business
 - Align system and process support
- Current Compensation Implementation
- Expand use to all business units
- Improve Reporting/Dashboard/Analytics
- Expand HCM staff development
 - Focus on project management and continued system knowledge

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Let's Chat!



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Where to Find More Information

- <http://www.charlesmachine.works>
 - Learn more Charles Machine Works and our family of companies
- <http://www.hyperCision.com>
 - Learn about hyperCision services and solutions
- <http://community.successfactors.com/>
 - Follow Best Practices and Release Information
- http://www.successfactors.com/en_us/resources.html
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