Human Capital Management Project

Phase 1 and 2 Recap

September 13, 2016
Phase 1 & 2 Recap – Overview

- **Current state processes, systems and operations were documented and analyzed.**
  - All current HCM processes (17 HR and Payroll processes) were documented and analyzed (approximately 110 process flows)
  - Leveraged more than 120 participants representing all Penn schools and centers
  - Conducted peer reviews with 6 universities regarding their HCM efforts

- **Four short-term tactical process improvement initiatives were launched:**
  1. Onboarding
  2. Transactional Policies and Procedures
  3. Staff & Faculty Recruit and Hire
  4. Late Pay / Additional Pay

Note: Penn-led teams are driving the initiatives
Phase 1 & 2 Recap – Current HCM Systems
Phase 1 & 2 Recap – Challenges to be addressed

- A governance model needs to address tough project and on-going decisions such as:
  - Where should HCM service be delivered? (e.g. Shared Service vs. Distributed models)
  - Who is responsible for policies and procedures regarding student workers, post docs and temporary employees?
  - How will Position Management and Organizational Hierarchy be handled in the new HCM System?
  - How will we rationalize vendors and systems? (e.g. multiple time systems, school/center HR systems)
  - How do we handle the labor distribution process in the new HCM System?
- HCM Project sponsorship and commitment needed at the executive level and school / center leadership