

Ceridian's Guide to HR Project Success

Action point: Clearly define your objectives

It's important to define key objectives for your project so you can create measurable success criteria. These should be SMART and you should be able to identify how these feed into your HR strategy (see diagram overleaf). If, for example, you are aiming to improve HR service excellence then you should frame objectives that describe what this looks like, e.g. reduce administration coming into recruitment team by 20% in order to enable better candidate care.

Real-life example

When working on a self-service rollout for one of the UK's leading law firms, we found that they had a process for annual update of personal data that was taking almost four weeks to complete and involved manual distribution of forms and manual updates of data in system.

We worked with them to satisfy the objective of reducing this time by devising a new process through Self Service so that employees could access a screen in the system where they could update all their information at once. We created auto email to employees to notify them of requirements, thus removing the need for any manual data update later.

By framing a hierarchy of specific objectives all the way through their implementation, we were able to ensure they met their over-arching objective of streamlined HR across the firm.

Action point: Build an appropriately skilled Project Team and understand your stakeholders

Once you understand your objectives, it's vital to get the right people in the right place to tackle them.

You need to plan to engage all key business stakeholders, including:

- Line managers
- Your employee forum
- Your senior management
- Unions, if relevant
- Employees
- Finance team
- HR team

It can be helpful to spend time mapping an owner to each of these groups, to manage key messages.



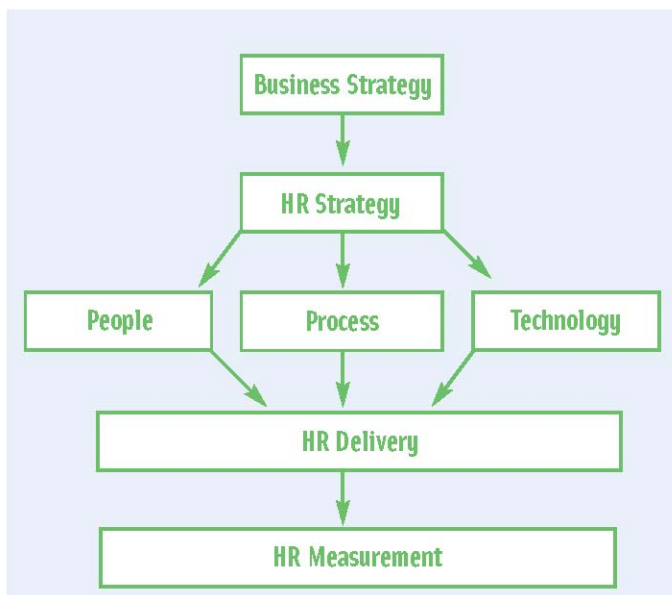
Then you need to put together a Project Team that represents, where relevant:

- Internal processes knowledge
- HR & payroll skills
- IT skills
- Module specific skills
- Project management skills
- Audit and internal procedures knowledge
- A project sponsor

It's important that all feel part of project and are involved in relevant parts of scoping the project. Engaging upfront stops internal politics and helps create a working solution for all.

It's also important to make sure that any third parties you are working with are fielding the best team for the job. As well as their technical and commercial skills, make sure that they are committed to understanding and delivering your objectives.

Simple devices such as a directory of key players and their opposite numbers at any supplier companies or time spent in a social environment can make working together more productive and increase the likelihood of success for your project.



Action point: Secure commitment

Your main project team will need to devote time and effort as part of project and be ready to work in partnership with your suppliers. Make sure you identify any potential blocks to this commitment and iron them out at the start.

For every 5 days consultancy effort you buy in it may need 1 – 2 days equivalent project team effort.

Action point: Budget for appropriate resources

Some activities will require significant involvement on your part, e.g. workshops and data preparation.

In particular, make sure you gear up for data preparation by engaging technical people in advance – they may not be on your core Project Team and, in our experience, can cause unexpected delays if not managed carefully.

Action point: Define your communications model

Spend time up-front mapping key points of communication between your project team, any third parties and other key stakeholders. Build open and honest relationships at the beginning of the project cycle and book time to talk regularly and openly about the good and the bad. Set up and follow a communication methodology to maintain focus and direction of your project – engaging with all levels.

Action point: Set realistic timescales and milestones

Nothing happens instantaneously! Although both excitement and pressure will be running high, it's important to work with your project team and suppliers to make sure all your milestones are achievable and agreed by all.

Take time to identify any risk areas, e.g. holidays, other projects, key dependencies and then make sure you review these regularly. Keeping risk visible helps understanding across the team and should mitigate against unplanned delays. However, it's also well worth giving some thought to contingency planning so that in the event of unavoidable delays, you have Plan B in your back pocket.

Action point: Perform thorough User Acceptance System Testing

Be prepared to devote time to perform your own testing as well as relying on third parties. Check all parts of the system meet your original solution specification and end requirements. Use this as an opportunity to increase engagement with and take-up of your final solution by using focus groups from around your end-user community in your testing.

Real-life example

If you're rolling out an initiative that touches all your employees, such as flexible benefits or self-service, identifying early adopters and involving them in your testing can pay dividends. When one of our clients in the manufacturing sector was launching their benefits scheme they found these "champions" not only provided useful feedback to the project team, they also became advocates to their colleagues. Feeling involved in the project helped them to sell the benefits through word of mouth and meant exceptionally high take-up at full launch.

Action point: Stick to your plan and check you're hitting milestones all the way along

It sounds so simple but if the plan changes then so will the live date! Too often the pressures of the "day job" or shifting goals can have a negative impact on your success. If you've followed our guide, then have faith in your plan and protect it against potential disruptors. Building in regular assessments of your progress against your milestones will also help you stay on track and ensure your project succeeds.

To find out more about any of Ceridian's HR services or solutions, call us on **0800 733 337** or email **info@ceridian.com**. Alternatively, visit **www.ceridian.co.uk**.

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