



Enterprise Leadership Team Improving Government Sub-Committee Project Charter

Title	Human Resource Information System (HRIS) Project
Sponsors	Lisa Sumption, Enterprise Leadership Team Sponsor Madilyn Zike, DAS Exec Sponsor
Project Manager	Joyce Martinez, Project Manager
Problem Statement	<p>The Position Personnel Database (PPDB), which is a database of employee and position records, and the Position Information Control Systems (PICS), which manages budgeted positions, are over 22 years old and do not address the essential HR requirements of today. They were built with technology that requires IT staff to access, maintain, report and analyze information. The technology does not provide basic information important to modern personnel management (such as span of control), standard HR metrics are not readily available, and the limited reporting capability does not support strategic decision-making.</p> <p>The PICS “budgeted positions” system was not designed to help manage personnel and, as a result, many agencies have built shadow systems for day-to-day management and control of personnel. This results in higher costs, large gaps in functionality, and an inability to produce enterprise-wide analysis.</p> <p>The 2013 Hackett Group report observed that without modern technology tools to support HR processes, the state is forced to maintain inefficient manual processes.</p>
Project Purpose	<p>To procure and implement a modern, comprehensive Human Resource Information System (HRIS) to replace the two legacy systems, (PPDB) and (PICS).</p> <p>To select a modern HRIS that enables standardized HR business processes across the enterprise, improves efficiency and eliminates the need for many shadow systems.</p> <p>To implement an HR system that provides robust tracking of employee and position information enabling improved management decision making through on-demand data analysis and reporting.</p>
Scope	<p>The scope of the HRIS Project is limited to replacing the legacy enterprise PPDB and PICS systems but will not introduce any barriers to incorporating future functionality or integrating with future systems.</p> <p>The new HRIS will provide functionality that extends beyond what the legacy system provides thereby eliminating the need for many agency shadow systems. Decommissioning of agency shadow systems is not part of the scope.</p> <p>The new enterprise HR system will support current PPDB and PICS interfaces with the Oregon Budget Information Tracking System (ORBITS) and Oregon State Payroll Application (OSPA). Potential additional interfaces will be evaluated and prioritized.</p>



Project Charter

HRIS Project

Project Approach & Duration

The ELT sponsored project will follow PMBOK Project Management Methodology, adhere to State CIO Stage Gate requirements and employ a strong business-driven project management foundation to provide the Legislature confidence in project planning.

The Project Team will be representative of the enterprise and consist of a Business Team, Technical Team, Cultural Change Management Team, Training Team and a Project Management Team, each staffed from across state government.

The project will employ the services of a preapproved Independent QA contractor from DAS CIO's QA Talent Rotation to identify risks, recommend mitigation strategies and monitor other contractors' performance.

Lessons learned from HRIS Implementation Projects in other states will be followed as well as advice from trusted experts such as Gartner.

The Planning and Procurement Phase of the project will begin in March 2015. The remaining phases of the project are dependent on many variables. It is estimated the duration of the entire project will be 3 years.

Expected Outcomes

Implementation of a modern HRIS supports best practices and provides the State the opportunity to improve HR employee productivity, reduce operational complexity and increase internal controls through standardization and automation of business processes. It will also provide increased support of the State's decision-making by providing a robust repository of data for analysis and reporting, available to all users through modern user-friendly tools. These outcomes will be measured and compared to baseline measures to determine the project success.

Customer Impact

All HR departments and their customers across the enterprise will gain the opportunity to modernize their business processes to work with a new HRIS. The project will acquire the services of a company skilled in change management to help agencies change their processes as painlessly as possible.

Key Stakeholders

Legislature and the Legislative Fiscal Office (LFO)
 Chief Financial Office (CFO) Chief Human Resources Office (CHRO)
 Chief Information Office (CIO) Agency Directors
 Enterprise Human Resource Services (EHRS) and their client agencies
 HR Managers and all agency HR Departments
 State HR Directors Group Budget Directors and all agency budget offices
 Agency payroll managers All state employees
 Administrative and Business Services Directors
 HR CUB ETS CUB
 Agency CIOs



Project Charter HRIS Project

Engagement Planning

A comprehensive communication plan will be utilized to keep internal and external stakeholders informed, including the legislature and the labor unions. The Cultural Change Management Team will determine and monitor engagement needs for the project.

Funding & Resources

It is expected that this project will be funded through bond sales with legislatively approved spending limitation. The core project team will be full time project-dedicated employees. Many other interagency project participants will be on a part-time basis as they assist their agencies' with implementation, change management and training. Contracted staff will be used as necessary to augment the State project team and the HRIS solution provider's team. It is expected that ongoing costs will be paid via agency assessments but the EHRS CUB will determine the final cost model.

Major Project Risks

There are four themes that threaten the success of the HRIS project; funding, governance, people and technology. Specifically:

- The Legislature may not approve the project going forward.
- Changes in state priorities diminish the support from the Enterprise Leadership Team (ELT) and agency directors.
- Lack of agreement amongst agencies on enterprise-wide, shared decisions.
- System users don't change their business process to meet best practices.
- The selected technology doesn't adequately meet the business needs of some agencies

A full list of risks and their mitigations will be monitored and maintained in the Risks and Issues Management Plan.

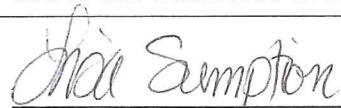
Risks of not doing the project

The primary risk of not completing this project is continued and increasing risk of system disruptions as technical expertise to maintain these systems diminishes as key employees retire or leave the agency.

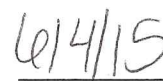
Missed opportunity to increase HR effectiveness, make better use of state employees, develop careers and retain staff.

Missed opportunity to reduce high-maintenance manual processes and make better use of the workforce to manage their business.

Sponsor Approval Signature



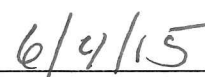
Lisa Sumpton, ELT Sponsor



Date



Madilyn Zike, DAS Executive Sponsor



Date



Project Charter HRIS Project

Approved Project Change Requests:

<i>Change #</i>	<i>Date</i>	<i>Person</i>	<i>Change Description</i>



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Cynthia Wickham
for Mary Abrams, Dept. of State Lands

Patrick Allen
Patrick Allen, Dept. of Consumer & Business Services

Jim Bucholz
Jim Bucholz, Dept. of Revenue

Katy Coba
Katy Coba, Dept. of Agriculture

Doug Decker
Doug Decker, Dept. of Forestry

Curt Melcher
Curt Melcher, Dept. of Fish and Wildlife

Rich Evans
Superintendent Rich Evans, Dept. of State Police

Matt Garrett
Matt Garrett, Dept. of Transportation

Lynne Saxton
Lynne Saxton, Oregon Health Authority

Christine N. Hammond
Christie Hammond (Delegate), Bureau of Labor and Industries

Scott Harra
Scott Harra (Delegate), Oregon State Treasury

Clyde Salki
Clyde Salki, Dept. of Administrative Services

Jerry Waybrant
Jerry Waybrant, Dept. of Human Services

Ramona Rodemaker
Ramona Rodemaker (Delegate), Business Development Department

Fariborz Pakseresht
Fariborz Pakseresht, Oregon Youth Authority

Dick Pedersen
Dick Pedersen, Dept. of Environmental Quality

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Colette Peters, Dept. of Corrections

Ben Cannon
Ben Cannon, Higher Education Coordinating Commission

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Salam Noor, Dept. of Education

Robert Taylor (Delegate), Secretary of State

Margaret Van Vliet
Margaret Van Vliet, Oregon Housing and Community Services

Lisa Nisenfeld
Lisa Nisenfeld, Oregon Employment Department

Fred Boss
Fred Boss, Dept. of Justice

Lisa Sumption
Lisa Sumption, Parks and Recreation Dept.