The Challenge: Human Resources Transformation
- Legislation mandated all federal agencies must shut down legacy Human Resources (HR) systems and transition to a shared-service/ center of excellence model within 24 months.
- The agency's existing processes were disjointed, duplicative, inefficient, and antiquated.
- The agency wanted to be recognized as home to the most talented, diverse and committed development professionals in the world.

The Technique: Transformation process
- Breaking down the project included intensive requirements analysis. Analyzed the project using the focus of: People, Process, and Technology.
- Using People, Process and Technology 110 unique requirements were identified and added to the more than 1,200 commonly expected HR processes.
- Based on analysis and planning, the transformation was broken into three core projects running in sync: IT systems transformation, HR transformation and organizational transformation.
- A service provider was identified and validated as providing an integrated and global cloud-based solution that would cover employees from recruitment to retirement, streamline and improve HR processes, lower costs, and ensure better, more consistent HR customer service.
- Transformation required two different change management focuses. The HR transformation needed to achieve behavior and process change among employees with an average tenure of 12 years. The broader organizational transformation impacted the needs, expectations and behavior of 80,000 staff globally and required a different change management strategy.
- Analysis identified globally dispersed training needs and much higher-than-typical communications requirements. Trainees included non-native English speakers with less-than-high-school level education up to the executive level.

Intervention
- Roll out of the technical functionality followed transformational and information technology project best practices. Segments of the HR tool were rolled out in waves to reduce the disruption to employees and staff:
    - Talent Acquisition System (automated recruitment tool)
    - Entry-On-Duty System (on-line initial on-boarding)
    - HR Personnel Processing System
    - Talent Management System (to include learning management, competency management, performance management and succession planning)
    - Data Warehouse and Reporting System
- To transform the HR staff behavior the proven 1970's model of "magnet schools" was modified and applied. Based on an evaluation of HR staff, key influencers were selected as part of the change management strategy. Those key influencers were positioned in high visibility roles and trained as system experts. Over a 16-month period these employees became more effective and efficient in their day-to-day work, which made the new systems appear more attractive, smarter and effective to the other HR employees. By the end of this transition phase, most employees chose to self-nominate and be included in the new system.

- Organizational culture change to a self-service organization was targeted through intensive and creative communications and training: YouTube videos, message boarding, Captivates, non-traditional IT "pop-ups" embedded into the security system, etc.

Results

- Transformation was completed on schedule and on budget, successfully.
- For the first time, the organization had complete and accurate real time data of who was working where, globally, doing what and being paid by whom.
- For the first time, organization leaders could be innovative in their planning; now knowing the location, skills, and experience of each employee globally.
- HR successfully changed how they worked. The increased efficiency enabled them to transfer focus to offering consultative services to the organization.
- Improved trust between HR and senior leadership. With accurate data and real time transparency finance, leadership and HR could better plan and serve the organization.