

Chapter 6

Project Management and HRM Advice for HRIS Implementation

STATISTICS

- It Has Been Estimated That The Failure Of HRIS Projects Costs Organizations In The United States Alone At Least \$100 Billion A Year (Ewusi-Mensah, 1997).
- Of Those Systems That Are Completed, More Than 55% Will Exceed Cost And Time Estimates By A Factor Of 2.
- Only 13% Of The IS Projects That Are Completed Are Considered Successful By The Executives Who Sponsor Them

PROJECT MANAGEMENT PHASES

- Initiation
 - Development Of Project Concept And Project Proposal (Project Charter)
- Required Tasks
 - Work Breakdown Structure
 - Work Plan & Packages
- Project Execution
 - Tracking And Periodic Progress Reports
- Project Close-out
 - Implementation, Evaluation And Maintenance Of The HRIS

PROJECT MANAGEMENT QUALITY CONSIDERATIONS

- Six Sigma
 - Used To Assess The Effectiveness Of HR Processes
 - Define, Measure, Analyze, Improve And Control (DMAIC) Approach
- Develop An Overall Work Plan

PM APPROACHES AND TOOLS

- Performance Evaluation And Review (PERT)
- The Critical Path Method (CPM)
- Gantt Chart

Major Benefit Is A Tighter Control Over The Process To Ensure Successful Implementation Of The HRIS.

PM APPROACHES AND TOOLS: PERT

- Method For Analyzing The Tasks Involved In Completing A Given Project, The Time Needed To Complete Each Task, And The Minimum Time Needed To Complete The Total Project.

PM APPROACHES AND TOOLS: CPM

- Uses A Mathematically Based Algorithm For Scheduling A Set Of Project Activities
- Developed By Dupont And Remington Rand Corporation For Managing Plant Maintenance Projects.

PM APPROACHES AND TOOLS: GANTT

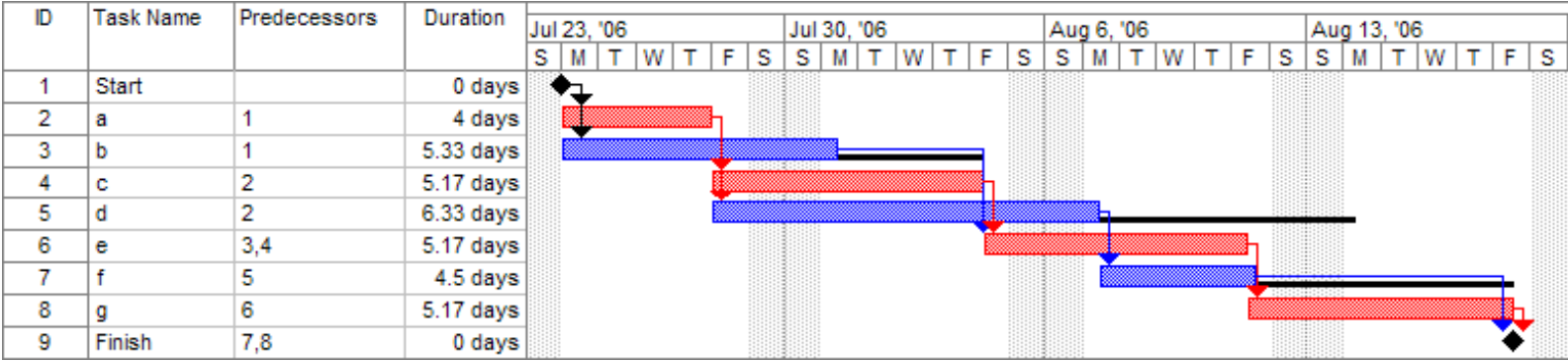
- A Graphical Representation Of The Duration Of Tasks Against The Progression Of Time In A Project.
- Most People Have Probably Constructed A Gantt Chart In Formally Without Realizing That They Had Done So.
- Instructions For How To Develop A Gantt Chart And Then Covert It To A Pert Chart Are Contained In The Following Website:
[Http://Ganttproject.Biz/](http://Ganttproject.Biz/).

GANTT CHART EXAMPLE AND CONSTRUCTION

In the following example there are seven tasks, labeled A through G. Some tasks can be done concurrently (A and B) while others cannot be done until their predecessor task is complete (C cannot begin until A is complete). Additionally, each task has three time estimates: the optimistic time estimate (O), the most likely or normal time estimate (M), and the pessimistic time estimate (P). The expected time (T_E) is computed using the beta probability distribution for the time estimates, using the formula $(O + 4M + P) \div 6$. (Figure 6.1)

Activity	Predecessor	Time estimates			Expected time
		Opt. (O)	Normal (M)	Pess. (P)	
A	—	2	4	6	4.00
B	—	3	5	9	5.33
C	A	4	5	7	5.17
D	A	4	6	10	6.33
E	B, C	4	5	7	5.17
F	D	3	4	8	4.50
G	E	3	5	8	5.17

A Gantt chart created using [Microsoft Project](#) (MSP). Note (1) the [critical path](#) is in red, (2) the [slack](#) is the black lines connected to non-critical activities, (3) since Saturday and Sunday are not work days and are thus excluded from the schedule, some bars on the Gantt chart are longer if they cut through a weekend. (Figure 6.2)



GENERAL IT FACTORS AFFECTING PM SUCCESS

1. Solve The Right Problem.
2. Have Systems Developers Who Are Sensitive To Hr Issues And Willing To Learn About The Constraints In Hr Functionality.
3. Have Project Managers Who Understand The Dynamic Nature Of Any HRIS Project And The Interrelations Among Various Factors

In Addition, Three General Factors That Affect Successful PM Are *Time, Cost, And Scope.*

THE HRM PERSPECTIVE: ORGANIZATIONAL REQUIREMENTS

1. Identification Of Steering Committee And Project Charter
 - Selection Of Project Sponsor
2. Configuring The PM Team
 - Representatives From The Functional Units Affected, Most Notable HR And IT
 - Team Training
3. Identification Of Available Resources And Constraints

THE HRM PERSPECTIVE: ORGANIZATIONAL REQUIREMENTS

4. Controlling Project Creep

- Project Creep Is Defined As The Enlargement Of The Original Boundaries Of The Project As Defined In The Project Charter.

5. Selection Of The Implementation Team

- The Implementation Team Also Has Primary Responsibility For Communication With The Entire Organization

THE HRM PERSPECTIVE: ORGANIZATIONAL REQUIREMENTS

6. Training And Documentation

- *Complete, Accurate, And Up-to-date Documentation Of The System Is Critical For The Implementation Of A Successful HRIS.*
- Training In Both Group Processes And “Change Management” Methods.
- Training On The New System

DATA MIGRATION

Data migration (or conversion) involves identifying which data should be migrated and how much historical data should be included, as well as the actual process of moving the data.

- Developers will need to determine when and how to convert the data, the time needed to allocate for data conversion, and any implications for data conversion on system downtime.
- Decisions must be made in regards to how far back to convert data and how to convert the data from the older system data structures to the new system's data structures.

SOFTWARE TESTING

The goal of **software testing** is to verify that the new or upgraded HRIS meets the requirements outlined during analysis and design and to ensure that it does so with as few errors or bugs in the program as possible.

- Consider an example from payroll. The testing team may work with the HR staff to ensure that the payroll module functions function properly, that it avoids double payments or missing payments and makes sure that checks print.

SYSTEM CONVERSION

- **System conversion** focuses on how the new or upgraded HRIS will be introduced into the organization, that is, how it will be implemented. There are four types of conversion approaches to implementation that an organization can utilize when implementing a new or upgraded HRIS.
 - In a **direct conversion** the old HRIS or non-technical process are turned off and the new one is turned on. This is the quickest and often the least expensive implementation approach. At the same time, this is the most risky approach.
 - In a **parallel conversion**, the new software on for a period of time before the old software is turned off. The time period in question is usually a meaningful business cycle to the organization (e.g., a month or a quarter). During this time, both software systems are functioning, receiving input, running reports, and being queried.
 - The positive of a parallel conversion is that there is enormous testing that goes on before the old software disappears. The negatives are that there is a risk that employees will try to use the old system processes rather than fully committing to the new system, and there will have to be dual data entry performed for every task.

2 APPROACHES TO “GO LIVE”

In a **pilot conversion**, the new system is implemented in a single, pilot location. In large organizations with business units positioned across geographic locations, it may be necessary to use multiple locations as pilot locations during the conversion.

- The advantages of a piloted approach are that a representative location (or locations) can be selected to test out the new system while minimizing risk. Any needed adjustments can be made to the system before going live across the entire organization.

In a **phased conversion**, the system is brought on line through a series of functional components. For example, the organization may first wish to turn on the core HRIS first and then bring on recruitment and learning management later.

Barriers to Success

- Inadequate resources – Lack of management commitment
- Project team instability
- Organizational Politics
- Poor needs analysis
- Omission of key persons on project team
- Failure to include key groups in needs analysis
- Inadequate control/involvement by HR

Critical Success Factors

- Top Management Support
- Provision Of Adequate & Timely Resources
- Ongoing Communication
- Conducive Organizational Culture
- User Involvement
- Project Champions (Steering Committee)
- Organizational Structure
- Change Management Methodology
- Project Control & Monitoring
- Cross Integration Between Business Systems