Americas' SAP Users' Group

A New Approach to a Successful Digital HR Transformation

Kelly Shaner, Director HRIS and Workforce Analytics, American Water
Kellee Zavala, Manager HR Operations, Salt River Project
Sue Boylan, VP HR Transformation

Session ID #82285

About the Speakers

Kelly Shaner

Her collective 20 years of HR experience includes Executive and leadership roles across Recruiting, Organizational Development, Employee Relations, Training & Development and Change Management

Kelly has successfully implemented SuccessFactors at 3 companies including both public and private companies, multi-national companies operating in 42 countries and supporting 20,000 users and 70+ Collective Bargaining Agreements

Kelly is a current member of the SuccessFactors Customer Engagement Advisor Board, a Peer Match Advisor and holds multiple SFX certifications

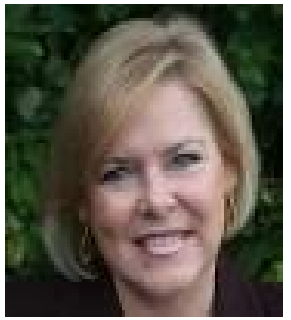
Kellee Zavala

Kellee has collective 20+ years of experience in HR including Recruiting, Compensation, HRIS and SuccessFactors support

Kellee has been working in implementations since 2004 when SRP implemented their first Applicant Tracking System. She subsequently worked on the SAP implementation of SAP Finance and Supply Chain. She later went on to implement Recruitment Management, Recruitment Marketing and Job Profile Builder as a leader in the business.

In HR Operations she and has worked on the successful implementation of SuccessFactors Learning Management System and SuccessFactors Compensation

Sue Boylan



Sue Boylan is VP HR Transformation. Her passion is helping clients to optimize Human Resource capabilities supporting the business. Sue is an adjunct Professor in Villanova University HR Masters Program. Sue lives in Pennsylvania and enjoys kayaking, hiking and is finally learning to cook.

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Key Outcomes/Objectives

1. Understand the Initial Expectations for Digital Transformation
2. Learn about the Transformation Journey
3. Hear How the Initial Expectations Evolved During the Journey
4. Celebrate the HR Transformation Outcomes

Let’s Hear About American Water

100-PLUS YEARS AND FLOWING

Founded in 1886, American Water has served customers and communities for more than 130 years. And as the country’s largest publicly-traded water and wastewater utility company, we cover a lot of ground. Our size and scale greatly differentiate us from our competitors in terms of the types of solutions we are able to offer our communities. Here are a few of the numbers that we’re proud to share.

AMERICAN WATER

1 BILLION

Gallons of water treated and delivered every day

7,100

Employees serving communities nationwide

25

Years receiving awards for quality

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Let’s Hear About Salt River Project

SRP Delivering water and power™

- SRP has a long rich history in the Phoenix metropolitan area and Arizona.
- SRP has helped improve life in the Valley of the Sun for more than 100 years.
- Today, SRP is one of the largest public power entities in the nation.
- The district provides electricity to 1 million retail customers living in a 2,900-square-mile service area.

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More About SRP

Power (District)	Water (Association)
• The District provides electricity to 1 million retail customers living in a 2,900-square-mile service area that spans three Arizona counties.	• The association is one of the largest raw-water suppliers in Arizona and delivers nearly 800,000 acre-feet of water annually to central Arizona.

American Water's EC Transformation

Overall Objective

Streamline HR to enable business transformation, simplify processes, and reduce cost per transaction. Focus on delivering value-added HR services on behalf of our employees to ensure career development and retention.

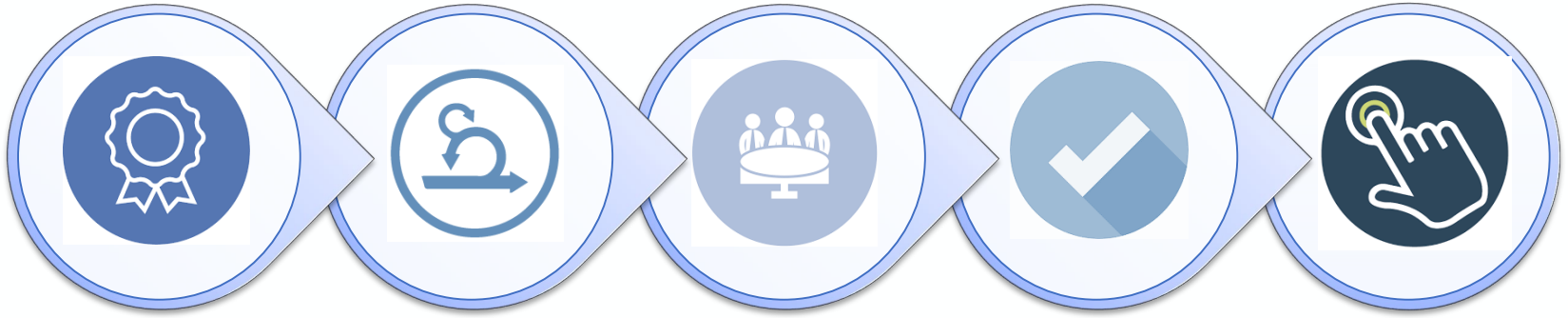
Create a Seamless Employee Experience

Enable HR to be an Advisory vs Transactional Service Provider

Ensure Data Integrity and Pay Accuracy

Mobile Focus

Employee Central Guiding Principles



Best Practice

- Design thinking begins with best practices and **not** current process
- Deviation is acceptable when best practice produces a legal or contractual conflict
- Master the art of simplicity

Agility

- Our highest priority is to satisfy the customer through **early and continuous delivery**
- Enabled by Momentum methodology
- Focus on iterative speed to configuration, use, and value

Governance

- Team members are **empowered to make decisions** and be transparent with the outcomes
- Transparency is more than being honest about the state of a project. It's a constant state of open dialogue
- Steering Committee is leveraged for strategic alignment and phase gates

Validation

- **Continuous validation** that the application design, configuration, and workflow is aligned with transformation objectives
- Validations and data checks must be embedded to ensure transactions, events, and data transmissions are timely and accurate

Adoption

- Create a collaborative, flexible, intuitive experience that provides users with secure and simple access to their information and events
- Ensure ongoing opportunities for user access to new technology

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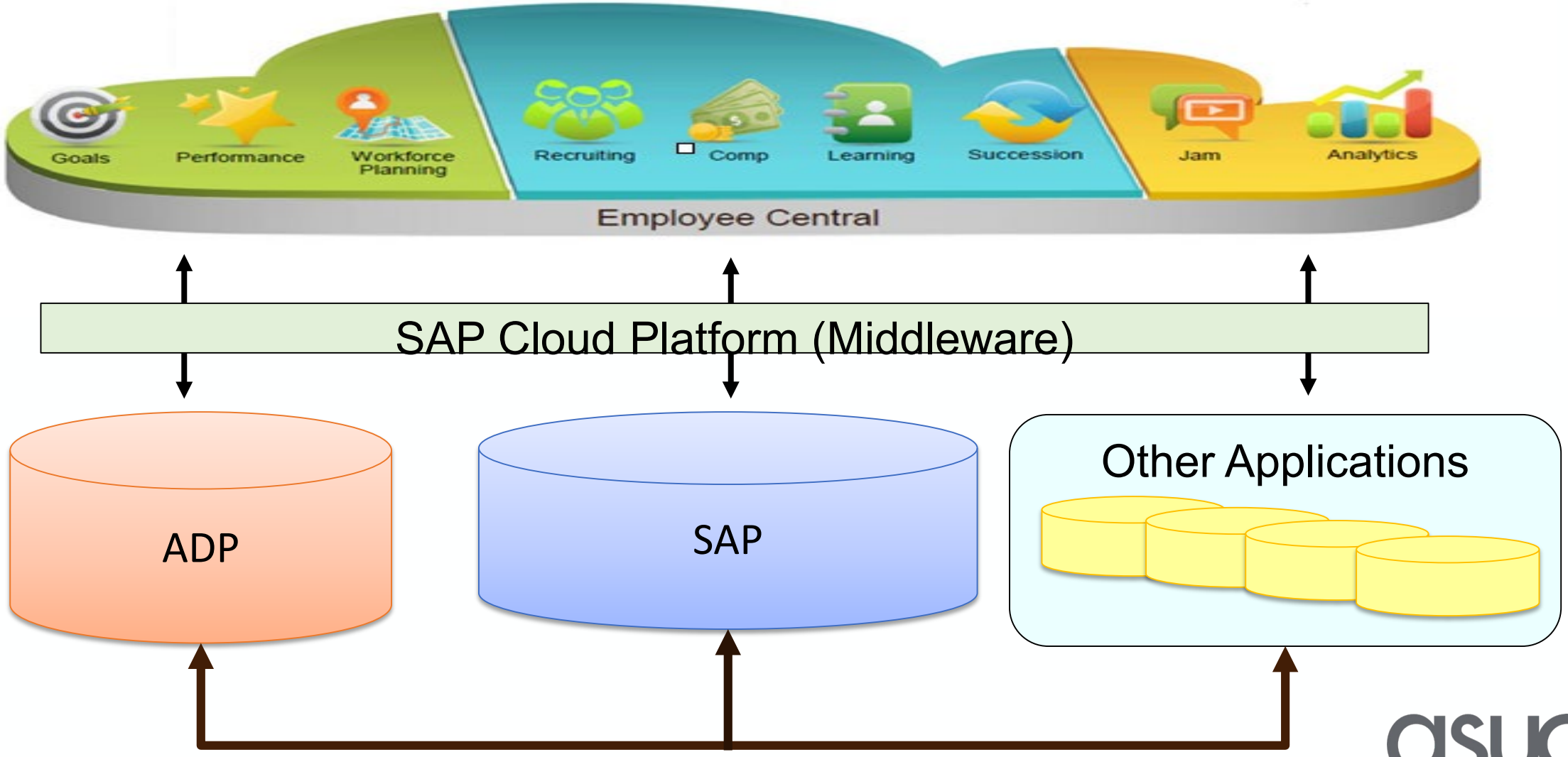
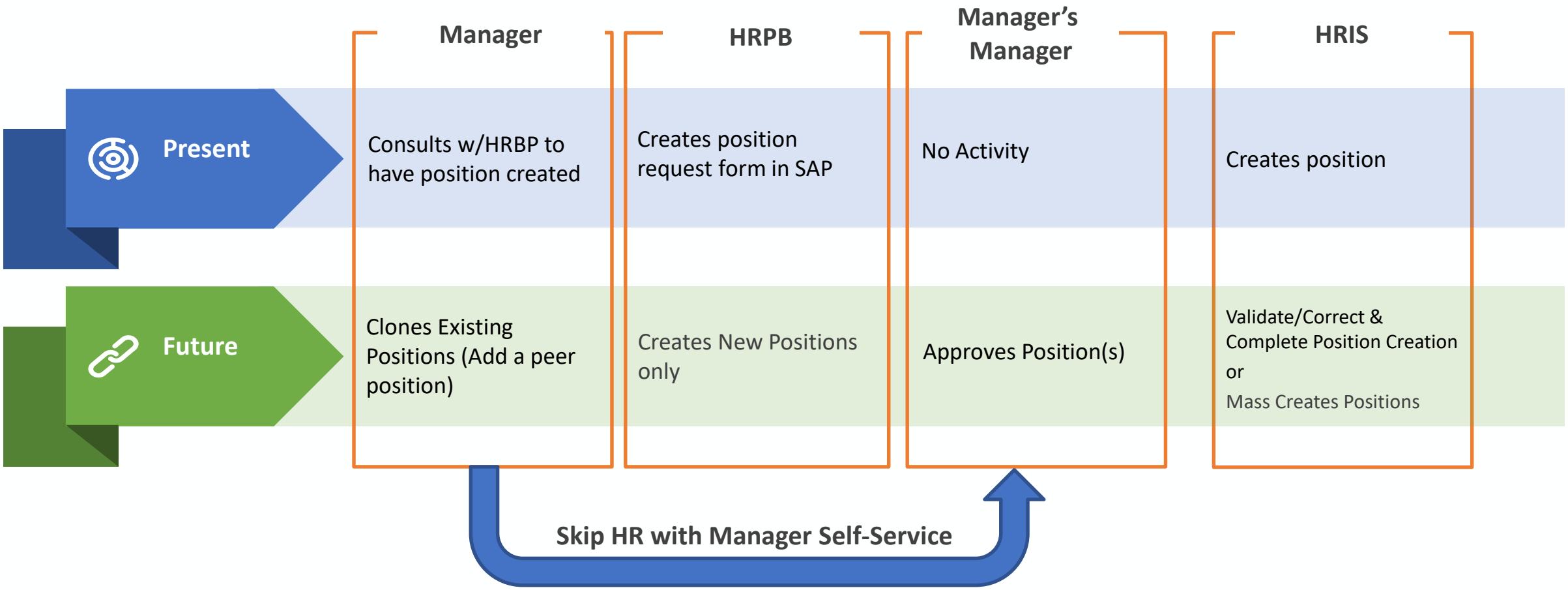
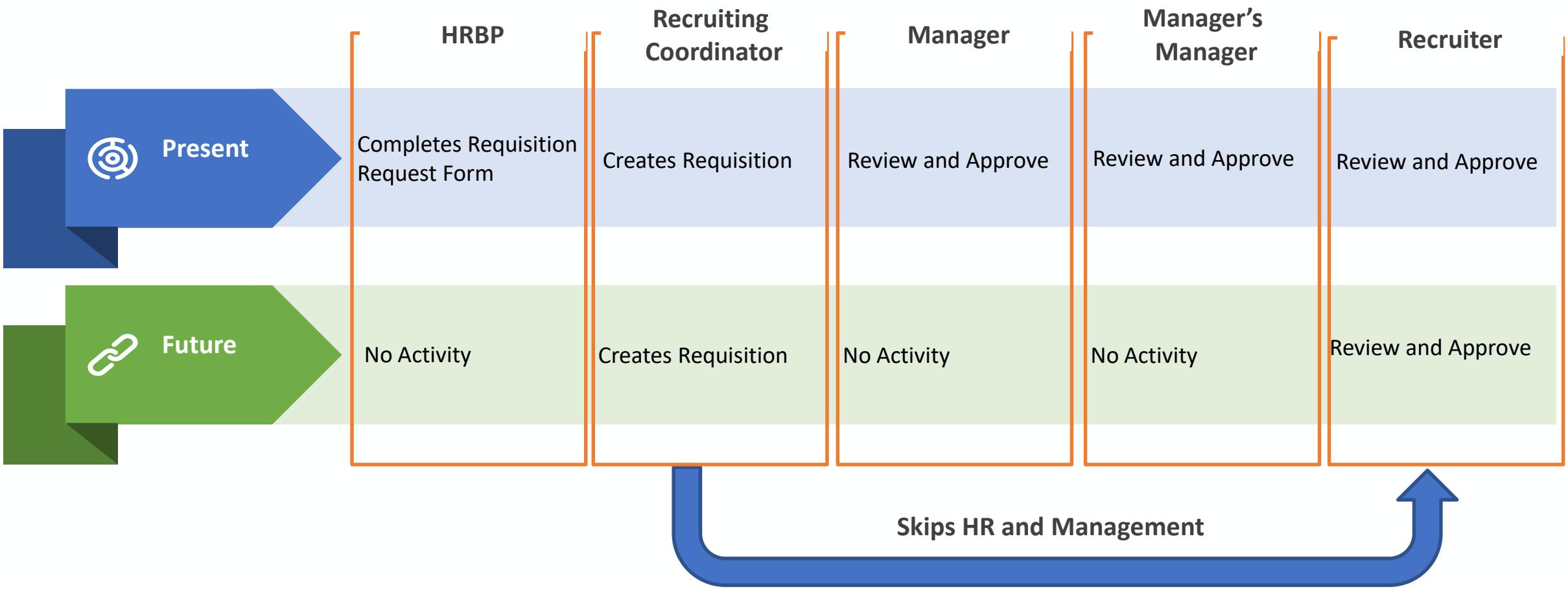
Employee Central at American Water



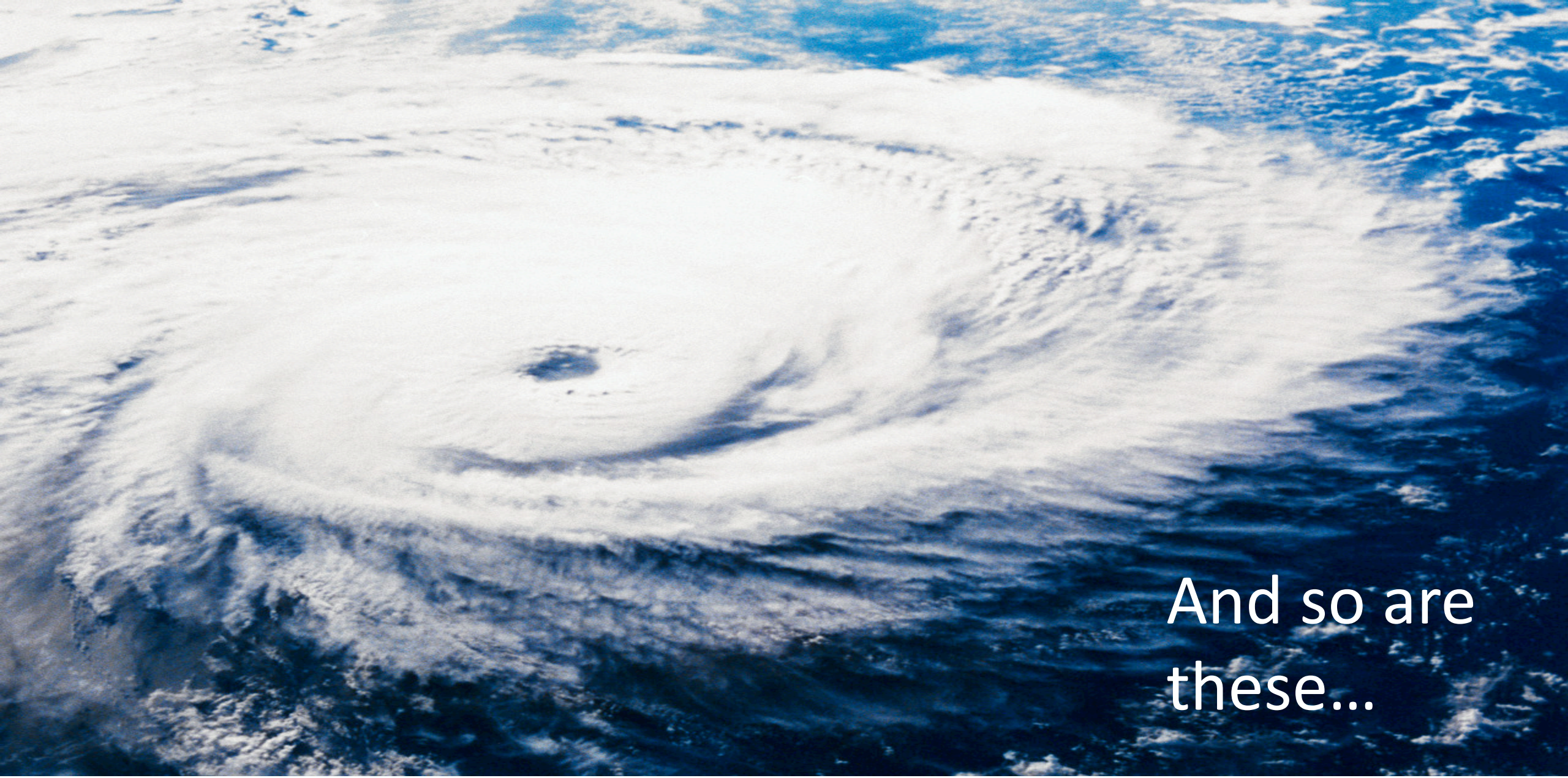
Organizational Management: What's Changing



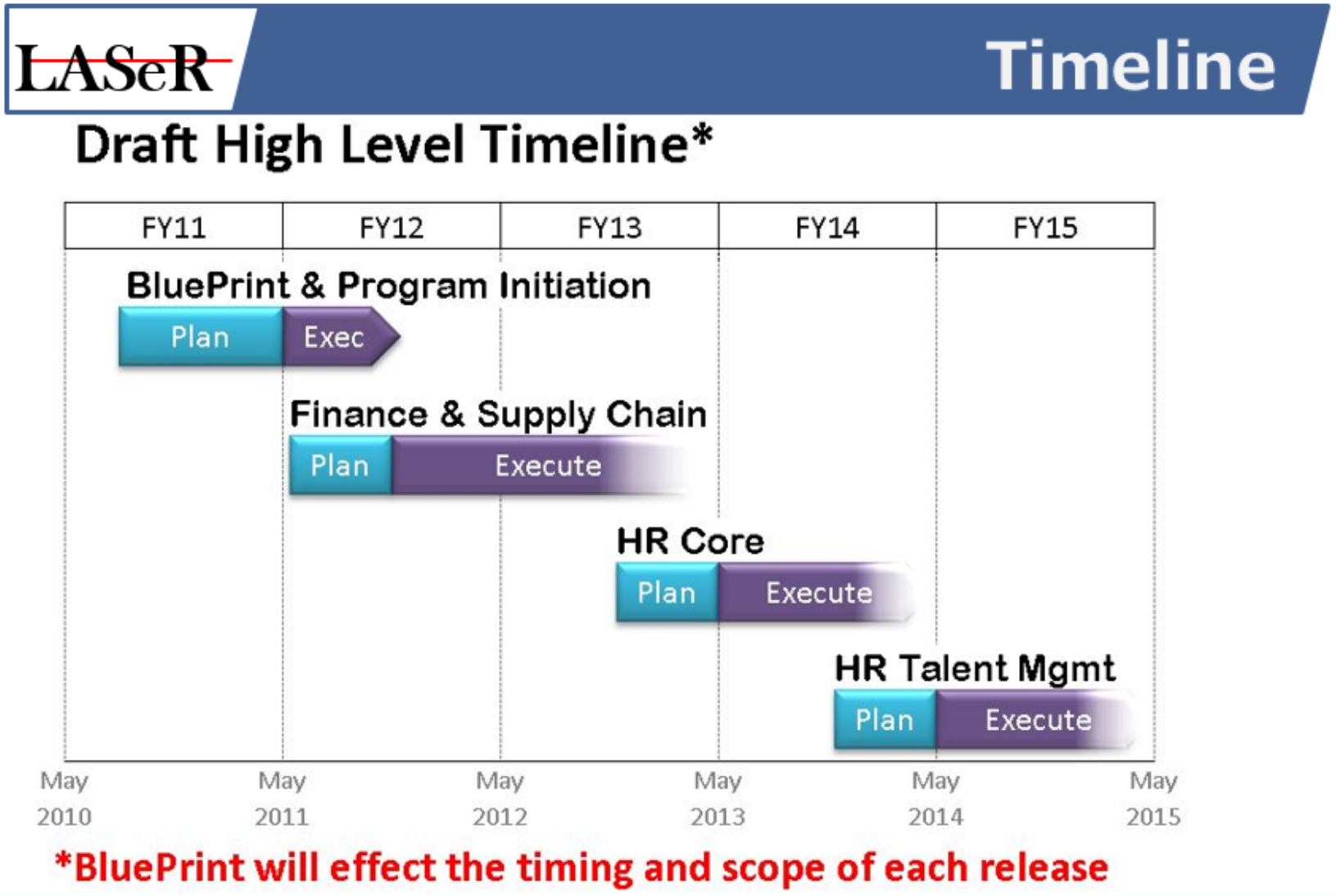
Recruiting: What's Changing



These are clouds…


And so are
these…

Original Project Plan



And Then Reality Set In

Aligning our work will be important again this fiscal year. And we will be implementing a new approach.

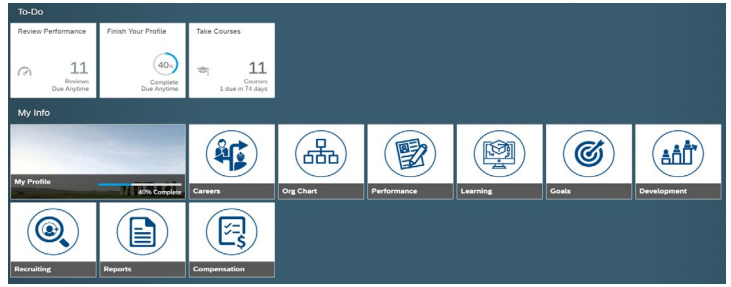
New performance-management system

Recently, we took the first steps to introduce Align-Engage-Develop, a new performance-management approach. Aligning employee goals and performance with corporate objectives is a prominent part of this approach.

Beginning this year, all employees will use a new online tool called "SuccessFactors" to set and track personal goals, including EPIC individual and team goals. Starting in January,

By Mark Bonsall
General Manager and CEO

Individual and team goals should



2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020

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Where are We Now

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Agility
Employee Experience
Happy CEO

Take the Session Survey.

We want to hear from you! Be sure to complete the session evaluation on the SAPPHIRE NOW and ASUG Annual Conference mobile app.

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Presentation Materials

Access the slides from 2019 ASUG Annual Conference here:

http://info.asug.com/2019-ac-slides

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Q&A

For questions after this session, contact us at:

Kelly.Shaner@amwater.com
Kellee.Zavala@srp.net
Sue.Boylan@sap.com

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