



oneWORKFORCE

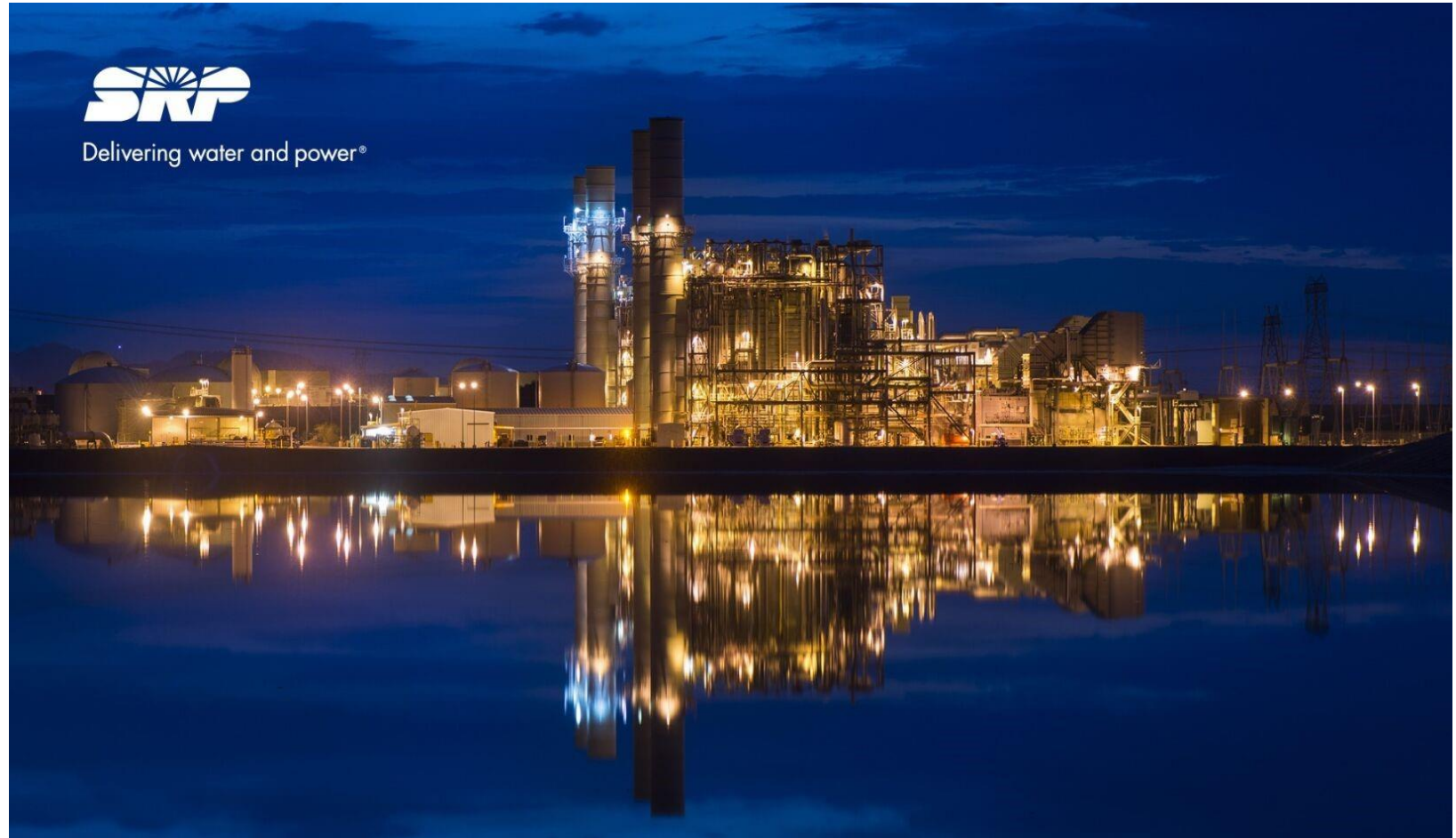
HR Digital Transformation at Salt River Project



Delivering water and power™

About Salt River Project

SRP is a community-based, not-for-profit public power utility and the largest provider of electricity in the greater Phoenix metropolitan area, serving more than 1 million customers. SRP is also the metropolitan area's largest supplier of water, delivering more than 800,000 acre-feet annually to municipal, urban and agricultural water users.



SRP's Journey

Why we decided to move to the cloud?

We wanted to move to a platform that was sustainable to meet future employee needs

Legacy custom-built systems are not a thing anymore.

Needs of our workforce is forever changing and we needed a platform that can respond to the changes

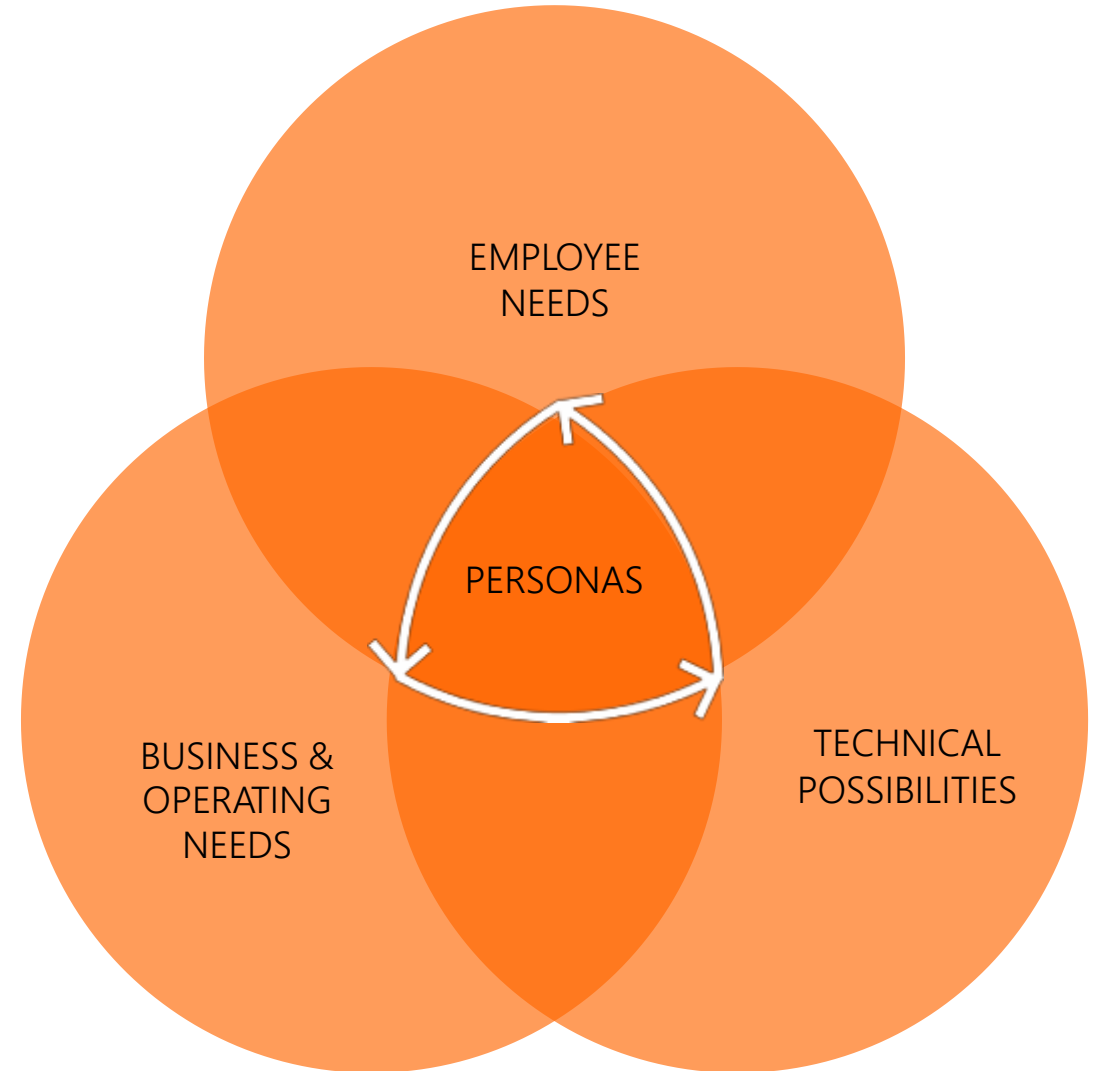
-
- Our Legacy home-grown system (HRMS) 1985
 - Decision to move to the cloud (SuccessFactors)
 - ✓ Implemented RCM/RMK/PM/GM (2015)
 - ✓ Implemented LMS (2016)
 - ✓ Implemented Compensation Module (2017)
 - One Workforce Project (2020)



Connecting the Dots

The **Business Enablement** team conducted various **activities** to help understand **challenges** impacting employees today. Data and feedback collected will help **identify** the **right solutions**.

- ✓ Executive Alignments
- ✓ Ride-Alongs
- ✓ Moments that Matter Workshops
- ✓ Design Workshops
- ✓ Continuous Employee Feedback
- ✓ Testing



Salt River Project to Transform the Employee Experience with New Cloud and Digital Capabilities

New cloud-first tools to help Salt River Project employees access and manage their personnel data.

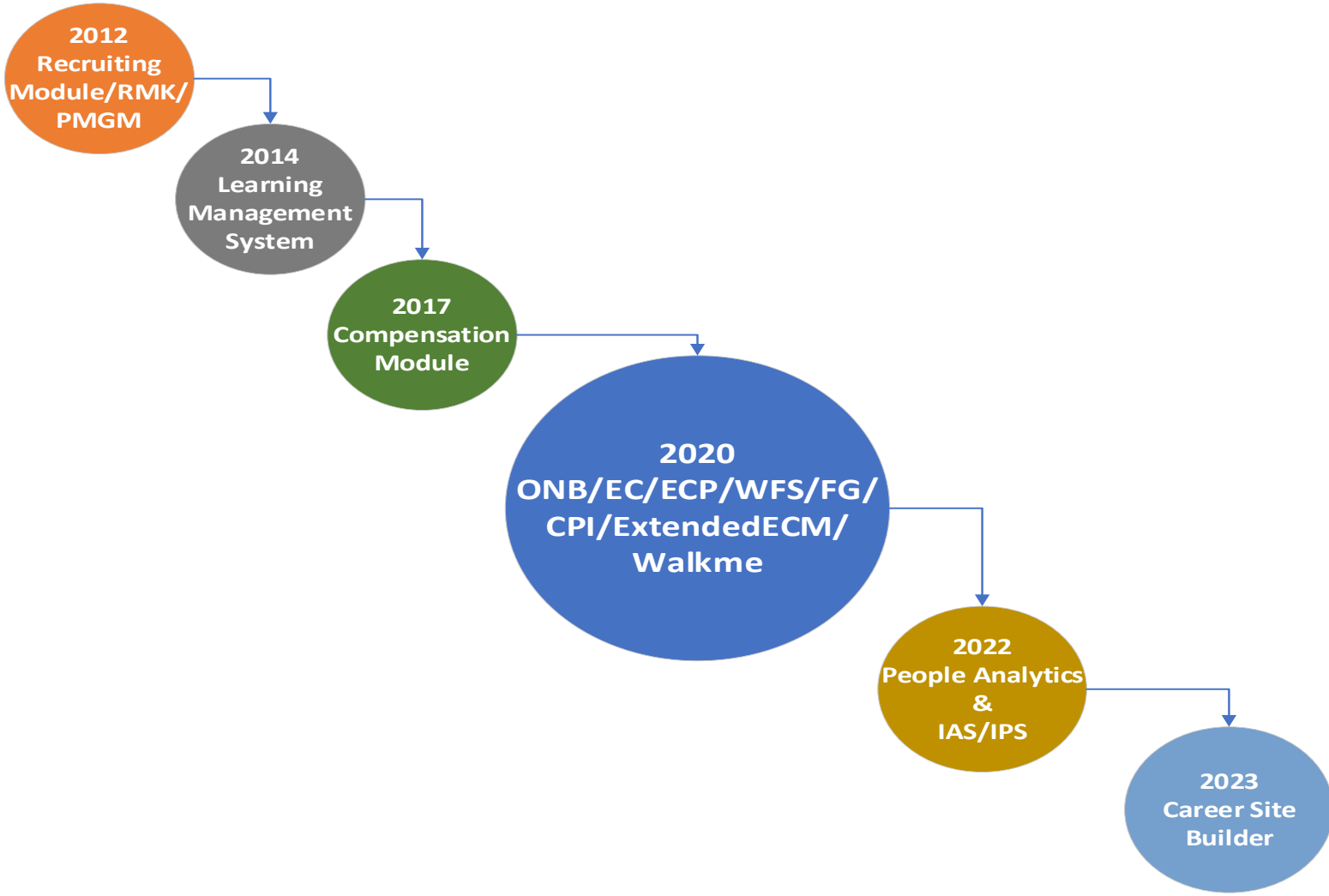
- Salt River Project (SRP), one of the nation's largest public utilities, consolidate its human resources (HR) systems into an integrated cloud-first solution to enhance the employee experience.
- Hosted in the cloud and powered by SAP® SuccessFactors® software, the new solution replaced disparate legacy HR systems and processes with digital capabilities for employee self-service, payroll, taxes, auditing, compliance, vacation, and time management. By automating and standardizing business processes, the solution enables employees to access up-to-date details on time worked, payroll, personal information and other HR data.

“Consolidating and migrating our HR systems to the cloud has enabled us to streamline employees’ interactions with our HR team while providing a foundation that can grow along with our workforce corporate goals,”

- The new cloud-first HR systems help enhance standardization and workflows and make vital data accessible in real time, freeing up employees to be more productive in their daily tasks.

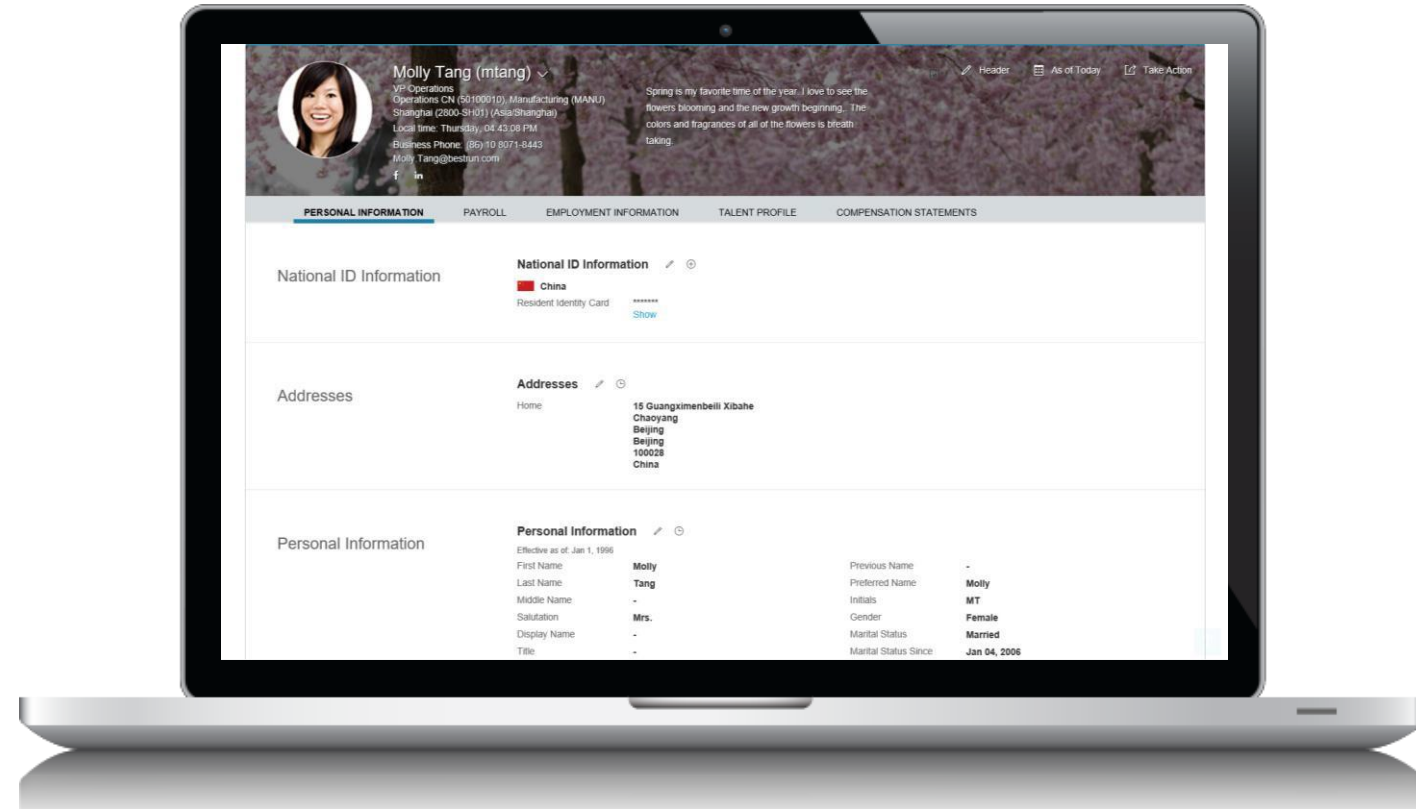


SRP's Human Capital Management roadmap



OneWorkforce Program

- Enable consistent **timekeeping** processes and application
- Provide you **one place** to look and transact employee data
- This includes **contingent workforce!**
- Give employees easier **access** to their own information
- Make onboarding easier and **less** time consuming
- Make the **reorganization, transfer, promotion, termination** process easier



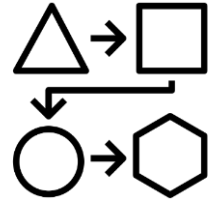
Change Management

Key Questions

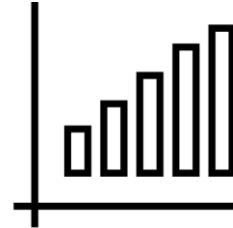
- What are the key changes for each role?



People – change in responsibility, required skills/knowledge, workload, ease of job, mindset/culture



Process – Same person/role is completing the task but the process is changing



Data – New data elements have been introduced and impact analytics and reporting



Technology – A new technology, such as a mobile app, is being introduced.



Policy – A policy change has been introduced impacting the business or system processes

Recommended Change Activities and Ownership

- *Project OCM Team will help address:*



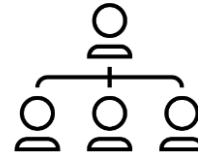
- **Ownership (Readiness)** – the nature of the impact requires re-engaging the leadership of the impacted group and/or assessing the barriers to adopting or accepting the change.



- **Learning & Action** – the nature of the impact requires some type of education to the impacted group. Education may take the form of one or any combination of the following, depending on the level of the impact:

- **Communication** – tailored written or oral communications to the impacted groups
- **Business Process Education** – any education needed as a result of a change in a business process that is not directly in the tool or system training
- **Tool/System Training** – any education that is required and specific to **user transactions** within the tool or system

- *Business will need to address:*



- **Organizational Alignment** – the nature of the impact requires a modification to organizational structure, updates to job profiles or job activities, the creation of new jobs, departmental increases/decreases, etc.



- **Tool/System Training** – any education that is required and specific to content **other than user transactions** within the tool or system



- **Performance Management (Sustainability)** – the nature of the impact requires adjustments to individual and/or team performance measures of success/expectations

An Overview of SAP SuccessFactors: Its Architecture and Deployment Model

SAP SuccessFactors is a cloud-based HCM suite that offers a range of integrated modules and tools designed to manage various aspects of employee life cycle.

The architecture of SAP SuccessFactors is built on a cloud-based infrastructure, providing organizations with flexibility, scalability, and accessibility.

- **The key components and modules of SAP SuccessFactors include:**

Core HR: Manages employee master data and provides foundational HR functionalities.

Talent Management: Includes modules for performance management, learning, succession planning, and recruiting.

Employee Central: Serves as the central HRIS (Human Resources Information System) and provides a single source of truth for employee data.

Integration: Offers integration capabilities to connect SAP SuccessFactors with other systems and applications, ensuring seamless data flow.



Critical Success Factors for implementing an HRIS

Strategy

Strategic elements:

- a. Talent Strategy.
- b. Core HR Strategy.
- c. Transformation Strategy.

Information

Consider what Workforce & Manpower decisions you and your Board will want to make in future and therefore what information you'll need from your HRIS (Reporting)

Your Structure

Every HRIS / HCM System relies on Structure for Information, Process execution and Security. Organization and Workforce Structures as well as Talent structures. This includes Divisions, Departments, Role Families & Roles as well as Grading & Salary bands if you use them. Ensure you have a competency framework in place as it's the key building block for talent and the effort to develop this should not be underestimated.

Processes:

Map your key HR processes to your Strategy being clear which processes need to be tackled first.

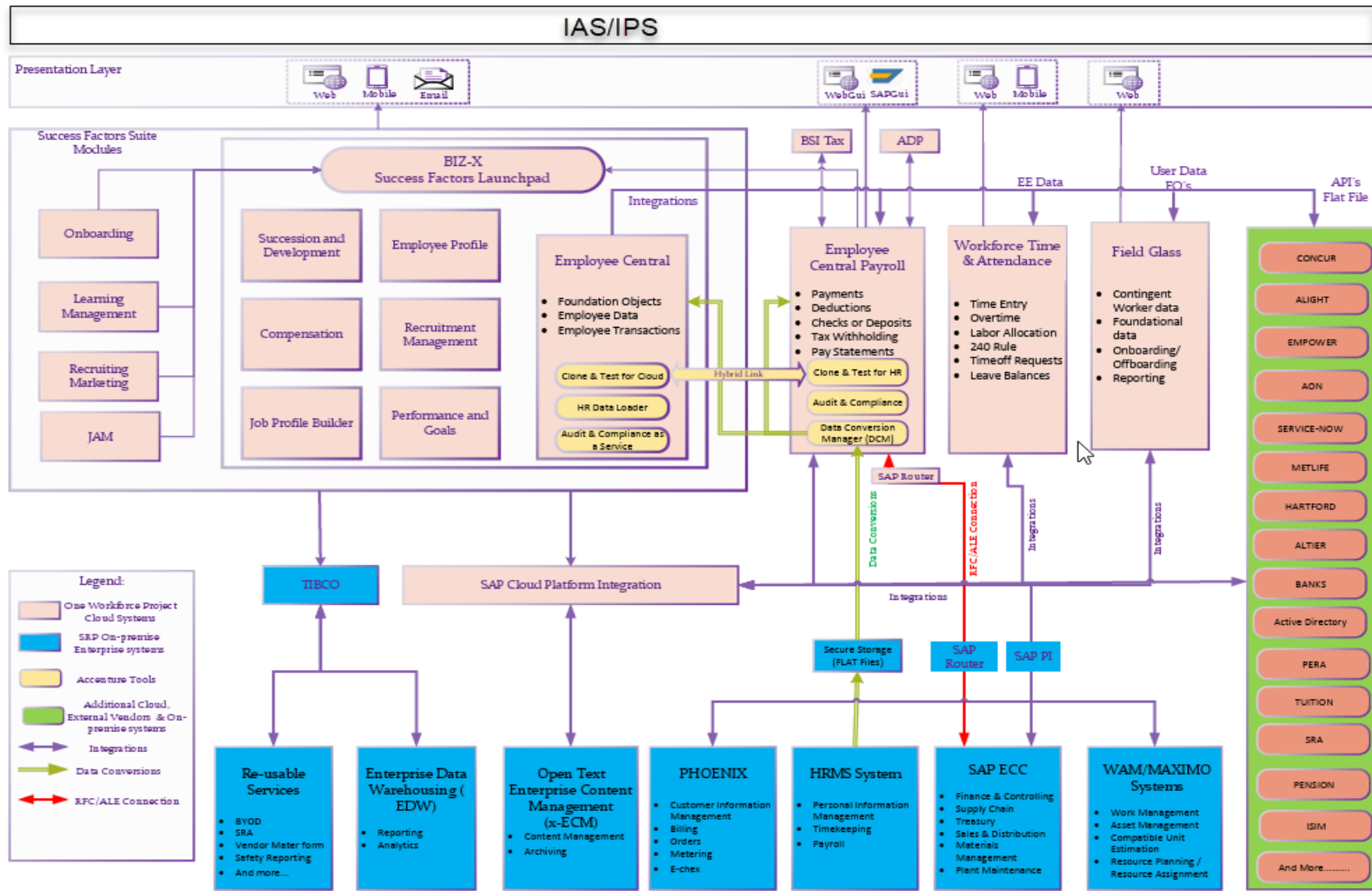
Integrations:

What other systems will your HRIS need to feed for it to be your 'Single Version of the Truth'? What other systems will your HRIS rely upon?

Change:

Recruit change Agents across your business to be part of the project from the start – Onboard those in HR and key Managers who will be able to inform you of the nuances in different areas of the business and those who will be able to help you implement change on the ground when the time comes. Change that will make your new system a success.

SRP's HCM Landscape – Full Suite



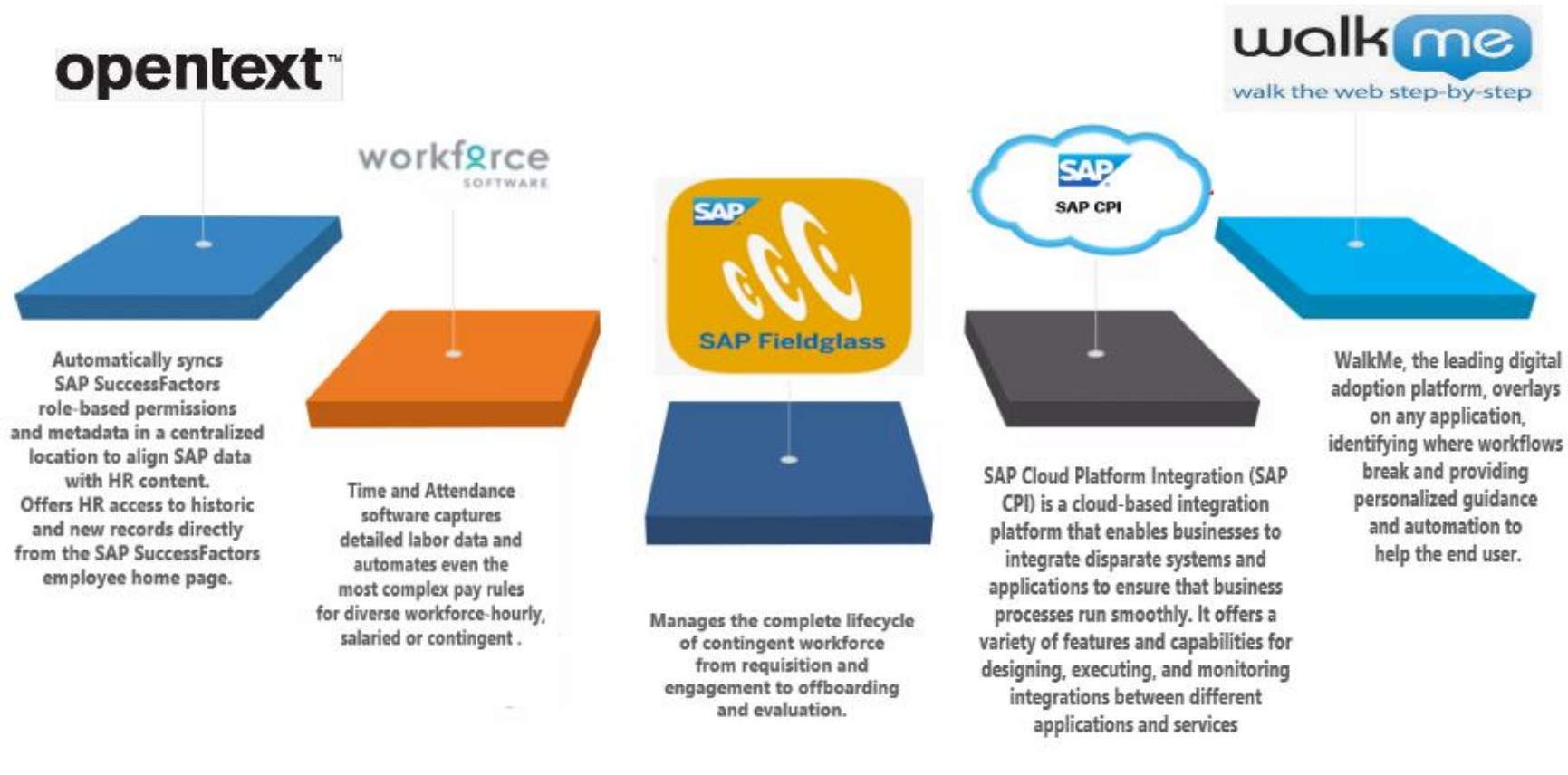
Success Factors Modules

- ONB 1.0
- Recruiting Marketing (CSB)
- Recruiting
- PM/GM and Calibration
- Compensation
- LMS
- Employee Central
- Employee Central Payroll

Solutions connected to SF

- SAP Field Glass
- Workforce Time and Attendance
- CPI
- Open text Extended ECM
- IAS/IPS
- Workforce Analytics SAP

Solutions Connected to SAP Success Factors



Lessons Learned

- Right partner is key make sure your consultant is experienced for the scale of project (similar landscape)
- Roadmap of roles, define your support structure at the same time you build your Project team they will be key for the support of the system post go live and optimization.
- Select the right SME internally (Skill and HR process knowledge)
- Break out hourly and salaried non-exempt into separate employee's life cycle
- Synchronize downstream system testing with project test cycles. Keep integrations connected through all test environments.
- Test! Test! Test! Test!

Example of a successful support model



Support Strategy

- So what are the key elements and steps to follow to ensure that your SuccessFactors Support organization is efficient and that your SuccessFactors Solution is maintained properly:
 - Define the roles and responsibilities of your key users or functional subject matter experts, your HRIS Manager and IT System Administrator
 - Ensure you have a governance structure in place for on-going system changes
 - Establish a strong team and process for your semi-annual releases management
 - Leverage all the resources that SAP SuccessFactors make available to all customers
 - Partner with a certified SuccessFactors Support Partner for when the extra help is needed

You need to focus on a strategy and plan for building the support model from the beginning of the project.

Lowering overall
Cost of Ownership

Enabling Flexibility
and Agility

Optimizing
Solutions

Appendix

- [SAP SuccessFactors Employee Central | Cloud HRIS Software System](#)
- Top 10 Reasons to move to the Cloud Infographic - [Top 10 Reasons to Move to the Cloud with SAP SuccessFactors Solutions](#)
- [SAP SuccessFactors Employee Central | Cloud HRIS Software System](#)