



Industry: Local Government

Oracle Applications:
PeopleSoft HCM

Success Metrics:

Metric	Prior	Now
Steps in process	12	4
Cycle time	5 Days	0 Days
Employee time	10 Min	2 Min
Processing Time (all staff)	1 Hour	4 Min
Labor Costs	\$14.43/hr	\$3.54/hr
Other costs (printing, copying)	\$1,207 annual	\$54.08 annual

Client Feedback:

"The implementation was a success."

Cathy Shallal, Manager –
Human Resources

"The change management approach utilized by eVerge Group and the County was so successful, we have utilized it on other implementation projects."

Cathy Shallal, Manager –
Human Resources

Change Management is Key to Successful Implementation

Routine Hr Processes Dominating Department Resources

Oakland County's Human Resources organization serves over 5,000 employees spread across a 910 square mile footprint in Michigan. Historically, employee record changes and inquiries were handled either with paper documents or over the telephone. The process was time-intensive and inefficient for both the HR department and the County employees. Oakland County's HR organization needed to find a way to redirect the time spent on routine and redundant inquiry and update processes toward more strategic activities. The answer: Oracle-PeopleSoft Self-Service software and organizational process flow changes implemented by eVerge Group and Oakland County staff.

Department Liaisons And Advocates Play Key Role

With the new system ultimately impacting every one of the County's employees, both the County and eVerge Group recognized that a solid change management approach would be critical to the implementation process. The first step in this approach was to create a Change Management Team made up of project team leads from the HR department, Management & Budget Department, Information Technology department, and internal auditing staff who were our change management leads. Their role was to disseminate project progress and serve as the first line of issue resolution. The second step in the process was to create a two-way communications bridge across the organization utilizing department liaisons and advocates. Each department assigned up to 2 representatives to the project. These representatives were responsible for communicating the goals and objectives for each phase of the implementation to their department staff, answering staff questions, assist in system and acceptance testing, and in training delivery.

Pilot Group Testing Proves Critical To Success

The next phase of the change management process was designed to reduce the risk associated with end-user acceptance by introducing the system, one module at a time to a pilot group of 150 employees. Pilot group employees were fully trained and utilized the system in a production environment. Issues identified by these pilot group participants were documented and sent to the appropriate change management team member for resolution. Once all of the pilot group issues were resolved, the system was rolled out to the remaining 97% of Oakland County's employees.

Surprisingly Positive Results

Once implemented, the HR Department realized all its goals of work and expense reduction, but also received some unexpected surprises. "We expected the system to reduce call volumes into the HR Department, but we were really surprised how quiet the department became," said Shallal, adding "The phones virtually stopped ringing. It was amazing!" So quiet, in fact, the department was able to reassign an employee to other pending projects. In addition, employee and department acceptance was much better than anticipated. According to Shallal, "Employees are happier because they have better access to their records, and the management staff is happy because it reduces paperwork and gives them easy access to employee data."