### Proposed Team Structure for SJGHC Outlining Recommended Division of Roles and Responsibilities Between Both Teams.

KPMG brings its depth of local and global experience working across the Health Sector, specifically within Private Health. With first-hand experience and knowledge of HRIS, processes, awards, and agreements, they will support form part of this project, providing challenge and guidance to ensure that the project's outputs are a future-fit for SJGHC. These experts will form part of the Design Authority and be active throughout the implementation.

The project team structure has been designed to reflect the leadership, functional, data, integration, transformational, and training functions, clear roles, and responsibilities, and reporting lines. Our KPMG team have the optimal blend of experience across HRIS, Workforce Management, and Workday as applied to the Private Health Sector.

As per the proposed team structure, the responsibilities based on these roles are detailed below:

Project Executive Team

The Executive team provide sponsorship and direction to the implementation of SJGHC’s HRIS implementation journey. The roles in the team are outlined below:

Table 26: Project Executive Team.

| Role | Main Responsibilities |
| --- | --- |
| Project Sponsor (SJGHC) | * Project Sponsor and ultimate decision-maker for the project. * Overall accountability to the Steering Committee for the project's success in terms of achieving defined project objectives. * Deliver improvements to the efficiency and effectiveness of SJGHC’s HR function for the group. * Make decisions (or endorsement of decisions) in circumstances where the overall strategy, milestones, or justification are threatened, or when policy changes appear necessary. * Maximise partnership between KPMG, Workday, and SJGHC stakeholders involved. |
| Engagement Partner (KPMG) | * Overarching responsibility for KPMG’s Delivery of the project. * Liaise with Project Sponsors and SJGHC’s Key Stakeholders. * Escalation point for key issues and risks with directional responsibility for confirming issues are resolved and risks are mitigated. * Assist SJGHC in sourcing global insights and capabilities required to enable SJGHC to achieve its objectives. |
| Workday Executive Sponsor (Workday) | * Liaise with the Engagement Partner enabling partnership with SJGHC’s Key Stakeholders and KPMG. * Provide overall support in terms of resourcing, technical guidance, and inputs to make the project successful. * Escalation point for key issues and risks with directional responsibility for confirming issues are addressed and resolved, and risks are mitigated concerning Workday functionalities and features. |

Project Implementation Team: Project Leadership

The leadership team are responsible for the overall day-to-day delivery and management of the project, providing support, tracking progress, and compliance adherence as appropriate. The roles are outlined below:

Table 27: Project Implementation Team: Project Leadership.

| Role | Main Responsibilities |
| --- | --- |
| Project Manager (SJGHC) | * Accountable to the Project Sponsors. * Manages the strategic aspects of the Project. * Reviews regular progress reports and makes staffing, financial, or other adjustments to align the developing project with broader outcome goals. * Leads and oversees the SJGHC team of the Project. * Participates in Steering Committee meetings and decisions. * Responsible for the end-to-end establishment, management, and delivery of the project. * Liaise and drive involvement of Key Stakeholders with a strong focus on business benefits and objectives of the project and implementation. |
| Delivery Lead (KPMG) | * Provide a single point of accountability from KPMG to deliver the project per the project commitments. * Establish the project resource assignments and confirm that the project is appropriately managed and staffed by working with the SJGHC’s Project Manager. * Collaborate and support SJGHC’s Project Manager in managing the overall project. * Communicate important decisions and objectives impacting the deliverables of the project down to the team members. * Initiate the recommendations and decisions from the steering committee. * Provide leadership to the delivery team, lead, and oversee KPMG team members. * Confirm that project and risks and issues are identified and mitigated and raised through project governance as appropriate. * Conduct quality reviews of deliverables across the project and confirm agreed quality reviews and QA procedures. |
| PMO/Support (SJGHC) | * Organise, schedule, and facilitate project governance activities supporting Project Leadership. * Maintain the Project Gantt chart, prepare Progress Reports, maintain a register for Issues and Risks and manage project budget. * Support Project logistics and organise stakeholder events. * Monitor project deliverables progress and appropriate processes, sign-offs, and approvals. |
| Workday Delivery Assurance Manager (Workday) | * Drive Workday Methodology Adherence. * Provide a Workday viewpoint to the customer and project team. * Act as an escalation point for the Delivery Assurance consultants and project team. * Perform Workday Delivery Assurance project checkpoints. Perform project reviews. * Participate in the Internal Team and Customer meetings for applicable checkpoints. * Review the customer’s plan for operational readiness for production. * Conduct regular calls with KPMG’s Engagement Delivery Lead and SJGHC’s Project Manager. |

Project Implementation Team: Functional Implementation

The functional implementation team is responsible for validating business requirements, design, configuration, testing, deploying, and supporting the Workday solution.

Table 28: Project Implementation Team: Functional Implementation.

| Role | Main Responsibilities |
| --- | --- |
| Solution Lead (SJGHC) | * Responsible for project managing the business and solution activities related to the project. * Work closely with KPMG’s leads, and liaise with the respective stakeholders and SMEs to meet the project objectives. * Identify and induct project delivery team members and SMEs to the project. * Co-ordinate process re-engineering meetings, workshops and participate in process analysis workshops and activities to help lead and drive the achievement of process transformation objectives in line with SJGHC Design Principles. * Lead identification of business impacts that are to be addressed/resolved. * Confirm that the overall business processes and solution designs are aligned with SJGHC’s process model, future processes, and strategic direction. * Confirm that risks and issues are raised through project governance as appropriate. |
| Solution Architect (KPMG) | * Gather inputs and requirements from SMEs. * Review existing business processes and lead the process redesign. * Work with the HCM Functional Consultants to design business processes. * Lead the application configuration for all Workday HCM functionality in scope. |
| Workday HCM Consultants (KPMG) | * Review the business processes with the SME. * Refine future state business processes considering the feasibility of system implementation in Workday. * Gather reporting requirements by closely working with SMEs of different business process functions. * Assess current state structure, including processes, to achieve SJGHC’s reporting requirements and design a multi-dimensional data structure in Workday. |
| Business SMEs (SJGHC) | * Provide significant inputs on the respective business process function. * Provide inputs to the analysis and redesign of business processes and undertake the business process documentation. * Seek various inputs and provide the required information to the respective HCM Consultants as needed. * Provide significant inputs to identify the system requirements to support the implementation. * Play a critical role in communication and Change Management initiatives for the respective portfolio or function. |
| Project Testers/Business Testers (SJGHC) | * Assist with the preparation and load of data for System Test, SIT, Parallel Test, and UAT test tenant. * Chair daily defect calls/triage meetings with development, test, and operational teams, and provide clear actions, and minutes. * To track that all defects are documented correctly and controlled/managed effectively. |

Project Implementation Team: Integration and Data Conversion

The integration and data conversion teams are responsible for designing and developing Workday interfaces and migrating data from legacy systems to Workday.

Table 29: Project Implementation Team: Integration and Data Conversion.

| Role | Main Responsibilities |
| --- | --- |
| System Integration Lead/Integration Analysts (SJGHC) | * Manage all the system integration activities related to the project. * Identify and co-ordinate the involvement of Key Stakeholders, SMEs to participate in system integration activities. * Lead overall integration architecture and delivery of all the required integrations. * Identify business impacts that must be addressed/resolved to implement the new, more integrated system successfully. * Liaise with Solution Lead and Project Manager to ensure the overall project objectives are met and successful. * Liaise with relevant stakeholders to develop application-specific integration designs where applicable. * Organise, conduct, and facilitate the Integrations Design Workshops to capture the inputs for the end-to-end integration's flows. * Collate and document integration requirements documentation for each interface and provide a transition to KPMG, including non-functional requirements. * Document the integration architecture for all in scope integrations. * Create the End-to-End Interface Design documents for the scoped integrations. * Deliver required infrastructure to support (both non-production and production) the integration architecture. * Works closely with Solution Lead and HCM Consultants and reports to Project Leadership Team. |
| Integration Developers (SJGHC) | * Design and develop integration components (SJGHC scope of work) based on the inputs from the Integration and Project Team. * Gather inputs from the SJGHC project team on how the system design impacts the integrations. * Participate in Integration Discovery sessions. * Perform a unit test, deployment, and support of integrations (SJGHC scope of work). |
| Workday Integration Lead (KPMG) | * Analyse the integration requirements by working with SJGHC’s Solution Lead and HCM Solution Architect. * Co-facilitate the Integration Discovery sessions with Integration Consultants (KPMG). * Provide input to the overall integration architecture in respect to the Workday integrations. * Guide the Workday Integration Consultants in designing and developing the Workday integrations. |
| Workday Integration Consultants (KPMG) | * Design and develop the Workday integration components based on the inputs from the Integration Team. * Work from integrations requirements provided by SJGHC. * Gather inputs from Workday Functional Consultants on how the system design impacts the integrations. * Participate in Integration Discovery sessions. * Perform a unit test, deployment, and support of the Workday components. |
| Data Lead (SJGHC) | * Manage all data discovery, classification, data quality assessment, data enrichment, cleansing, and preparation. * Monitor delivery and performance of Data Migration Team to agreed objectives, standards, and timescales. * Guide team members in extracting and cleansing data. * Define deployment and rollback plan. * Confirm that migrated data is reconciled and signed-off by the business. |
| Data Specialist(s) (Extract, Transform & Cleanse) (SJGHC) | * Development of data preparation, conversion, and migration strategies. * Gather required inputs from Workday HCM Consultants and HCM Solution Architect to orchestrate the data conversion, field mapping, and data trial conversion cycles. * Detailed design of source system extracts, transformation and cleansing, and workflow. * Documenting technical specifications. * Develop and test extract routines and workflow. * Analyse and fix data extraction defects encountered during the prototype load cycles. |
| Data Conversion Lead (KPMG) | * Manage the definitions and alignment of DGWs. * Monitor delivery and performance of KPMG Data Migration Team to agreed objectives, standards, and timescales. * Guide team members in loading and reconciliation of data. * Contribute to deployment and rollback plan. * Confirm that migrated data is loaded, and reconciliation report provided to the customer. |
| Data Specialist (Load) (KPMG) | * Load in scope data into Workday. * Analyse and fix data load defects encountered during the prototype load cycles. |

Project Implementation Team: Change Management and Training

The Change Management team is responsible for designing and delivering all activities relating to change, including communications, and learning.

Table 30: Project Implementation Team: Change Management and Training.

| Role | Main Responsibilities |
| --- | --- |
| Change Lead (SJGHC). | * Collaborate with KPMG Change Management Lead, KPMG Change Management SME, and KPMG Training to plan and execute Change Management activities. * Manage the stakeholder engagement communication requirements to the organisation, external stakeholders, and employees through the lifecycle of change. * Engage with SJGHC Leaders around the change, providing coaching, and support. * Obtain buy-in for change initiatives. * Manage Business Readiness Assessments, including managing critical risks. * Actively track the adoption of change and develop remediation plans where change is not adopted. * Establish a Change Champion Network and determine the operating rhythm required. * Prepare materials for change meetings and interventions. * Track Change Management milestones. * Develop a communications plan for the project. * Actively track roll-out of communication plans. * Develop a change toolkit for the project. * Develop communications toolkit for the project, including key messages, and collateral for roll-out in the businesses. * Co-ordinate Change Champion Network, including update calls, and monitoring of progress by business unit. * Co-ordinate with Communications Leads, including update calls, and monitoring of progress by business unit. * Lead and guide Change Champions in meeting the objectives of the overall project. * Conduct ‘Lessons Learned and Evaluation workshops’, ensuring that critical messages are noted, and action plans are developed. |
| Comms Manager (SJGHC). | * Work closely with Change Lead to analyse and identify Stakeholders. * Develop Stakeholders engagement and communications plan. * Prepare Change Network plan (as part of Stakeholders Engagement Planning). * Prepare and execute communications for the transformation project. |
| KPMG Change SME. | * Collaborate with SJGHC Change Management Lead and KPMG Change Management Lead and KPMG Training to develop the Change Management Strategy and plan. * Attendance at OCM Committee meetings and other Project Leadership meetings as required. * Ongoing coaching and support for HCM Change Team. |
| KPMG Change Lead. | * Collaborate with SJGHC Change Management Lead, KPMG Change Management SME, and KPMG Training to plan and execute Change Management activities. * Conduct Stakeholder Analysis across SJGHC. * Plan and co-facilitate a leadership alignment workshop with SJGHC Change Lead. * Develop and conduct CRA approach. * Support the development of the strategic messaging. * Develop the CIA approach and template. * Define change champion and superuser roles and expectations. * Develop communications and engagement plans for identified stakeholder groups. * Develop change templates for the project. * Develop change strategy and high-level plan. * Knowledge transfer of Powered Change Approach and templates for SJGHC Change Lead. |
| KPMG Training Lead. | * Conduct TNA. * Develop training approach and high-level plan. * Develop Training Curriculum. * Supported development of training material for TTT. * Track training milestones. * Plan, monitor, and lead roll-out of training. * Lead and guide Trainers in meeting the objectives of the overall project. |
| Change Manager/ Change Analysts (SJGHC). | * Support detailed Change Impact Assessments. * Develop a Business readiness assessment approach. * Work with Training Team to ensure an integrated approach to Change and knowledge transfer. |
| Training Specialists  (KPMG) | * Build TTT material. * Deliver TTT sessions. |
| Instructional Designer/ Training Developers (SJGHC). | * Prepare content and materials for various user groups for the solution implemented and deliver the training to the end-users as appropriate. * Identify the needs of the trainees with a strong understanding of training methods. * Structure the content and define various methods to train the TTT’s and end-users. * Work closely with SJGHC’ Change Management and Training Lead to understand various techniques to impart knowledge and prepare materials and content. |
| Learning Logistics Coordinator (SJGHC). | * Responsible for EUT roll-out planning and administration. * Responsible for ensuring all logistical requirements (e.g., Technology, Room, Equipment are ready). * LMS – Management of all relevant learning assets. * Tracking and attendance – and reporting of completion rates. * Management of Training Sandpit (where relevant), including refresh and keeping systems up-to-date (in co-ordination with the technical team). * Capturing any other relevant feedback to support training/ knowledge transfer. |
| End User Trainers (SJGHC). | * Delivers learning interventions to broader HR teams and Managers as required within their respective regions. |