* The job catalogue is a core requirement for the HCM design as it drives the HR business process and approvals.
* Design the job catalogue before the HCM implementation begins to align with the HR business needs and requirements.
* We will review and challenge the job catalogue to confirm that it will meet the business needs and operating model.
* Data cleansing activities play a significant role in successful data conversion and should be completed as planned. Start the data cleansing process as early as possible, and if possible, in the related source applications to reduce cleansing and manipulation efforts later.
* Include the Data Migration team in design workshops, as decisions made during these sessions will significantly impact data. Implement a repeatable data conversion process: extract, cleanse, and load.
* Data security is critical, and all elements should be considered and adhered to, including requirements for an sFTP server and secure data storage.
* We work with your data conversion team early and often to accelerate data conversion activities. After each prototype, we would conduct a lessons learned session to address issues we have seen, avoid repeating the same issues and improve the process right up to cutover.
* In addition, fact-based reporting on status and issues should avoid surprises, which would allow us to avoid impacting the timeline.
* The project can be staffed with an appropriate number of skilled resources from the consulting partner side. However, some organisations struggle with putting the correct number of suitably qualified and knowledgeable people from both business and technology areas onto the project. Projects that only places internal people on the project on a part-time basis while expecting them to also “do their day jobs” on a full time basis can encounter many difficulties. This risk requires a multi-faceted mitigation approach:
* Strong executive sponsorship that supports high-level participation from all stakeholders, including critical positions being staffed full time.
* We are backfilling critical positions, thereby freeing project team members from their “day jobs”.
* Consistent core team involved in the selection, planning, and implementation phases.
* Frequent and fact-based dialogues of change requests, managed through our change control process, would enable [Client] to understand and evaluate any proposed change before it is made. This focus on managing scope lets the team focus on performing the work needed to achieve the results. We would not let changes to the scope occur without having the proper dialogues of options, priorities, and impacts and bringing those recommendations to the appropriate governing body in managing the scope.
* In our up-front scope assessment, thorough attention to detail by our seasoned solution architects to limit, if not eliminate, the need to re-address scope considerations during the project.
* Provide open and transparent communication to the relevant Governance forums.
* Escalate as required to provide the appropriate information to the Senior Executives to review and reprioritise their Portfolio initiatives to reduce impacts on critical activities if needed.
* Plan the detailed transition activities and make provisions for remediation activities. We would agree up-front on the escalation procedures and milestones that need to be managed during the transition, e.g. Go-Live dates, and commencement of knowledge transfer.
* Escalate issues and risks immediately and take corrective action.
* The Workday Delivery Assurance review checklist should be followed during each phase – design, build and test, to avoid rework later.
* It is essential to make a comprehensive change approach, which goes well beyond communications and engages all impacted stakeholders. Early engagement is key as it allows the early discovery of resistance. This gives the project team more time to address concerns raised and gives the stakeholders more time to go through the ‘change curve’. The level of engagement required to mitigate this risk vary per stakeholder. Still, critical interventions include involving senior stakeholders up-front to help define the case for change, ensuring their point of view is considered, and having those most impacted engaged in the design can often help them feel more accountable and “own” the change.