



# IMPLEMENTATION DRIVEN BY THE BUSINESS




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UCT / Swicon

Leuven, April 28, 2004

## Itinerary

- Background
  - *History*
  - *Faced Issues*
  - *Decision # 1 UCT*
  - *Swicon's Mission*
  - *Swicon's Findings*
  - *Decision # 2 UCT*
- Project OASYS
  - *Principles*
  - *Project Plan*
  - *Technical Solution*
  - *Blueprint*
  - *Configuration & Testing*
  - *Change Management*
  - *Benefits*
- Conclusions






## Background - *History*

### System History


- Initial SAP HR implementation 1997, Version 3.0F
  - Organizational Management
  - Personnel Administration
  - Payroll
  - Time Management (Leave)
  - Recruitment
- Upgrade 1999 to 4.5B
- Upgrade 2001 to 4.6C

### Business History


- Focus on getting staff paid
- Inadequate understanding of HR-Management information
- Very little consideration of business integration



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## Background – *Faced issues*

- Unhappy users and clients
- Non-standard system (required high level of maintenance)
- System did not deliver required information
- Still very complicated manual interventions
- High staff turnover
- HR competency system/business
- Master data integrity
- HR credibility




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Background History    Background Faced Issues    **Background Decision #1**    Background Swicon's Mission    Background Swicon's Findings    Background Decision #2

Background – *Decision #1 by UCT* 

## Assignment of external partner to perform detailed analysis



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Background History    Background Faced Issues    Background Decision #1    **Background Swicon's Mission**    Background Swicon's Findings    Background Decision #2

Background – *Swicon's Mission* 

- HR/Payroll Analysis regarding:
  - Application ownership
  - Roles & Responsibilities
  - Business Processes
  - SAP application
  - Data integrity
  - Reporting
  - Client satisfaction
  - Communication
  - Training

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Background History   Background Faced Issues   Background Decision #1   Background Swicon's Mission   **Background Swicon's Findings**   Background Decision #2

## Background – Swicon's Findings

- HR/Payroll
  - Application not in line with business processes
  - Inadequate HR/Payroll business process knowledge by IT
  - Insufficient application knowledge by HR-Department
  - Deviation from SAP standard
  - Leave handled manually in some areas (duplication)
  - Insufficient SAP training
  - Incomplete & inconsistent capturing of data
  - System ownership not with HR/Payroll-Department
  - Irrelevant and inaccurate reporting
  - No management information
  - Lack of communication between parties involved

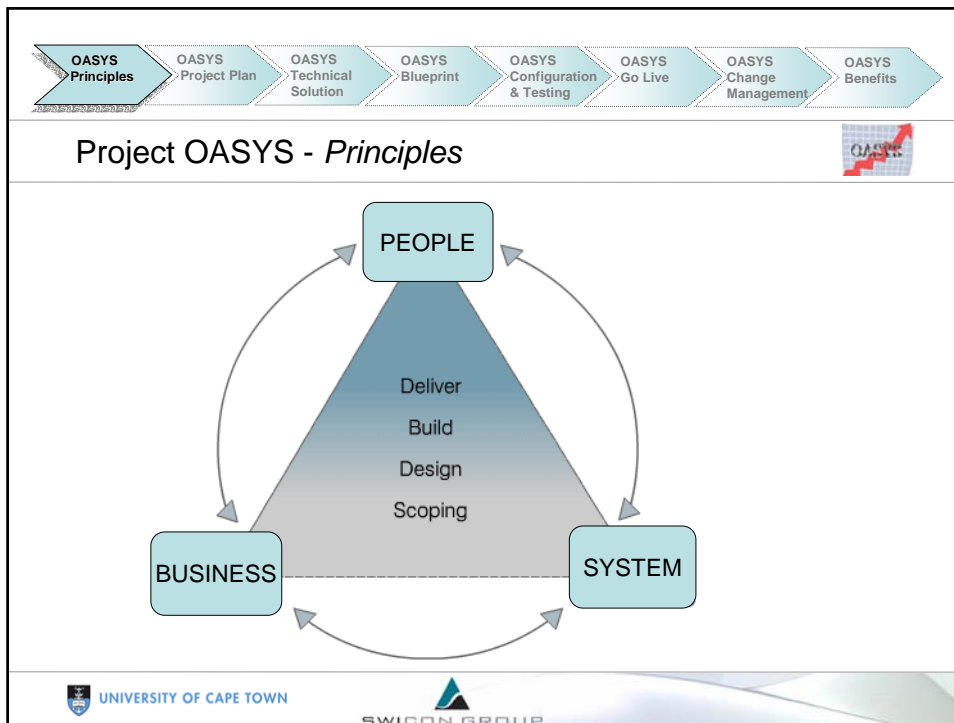
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Background History   Background Faced Issues   Background Decision #1   Background Swicon's Mission   Background Swicon's Findings   **Background Decision #2**

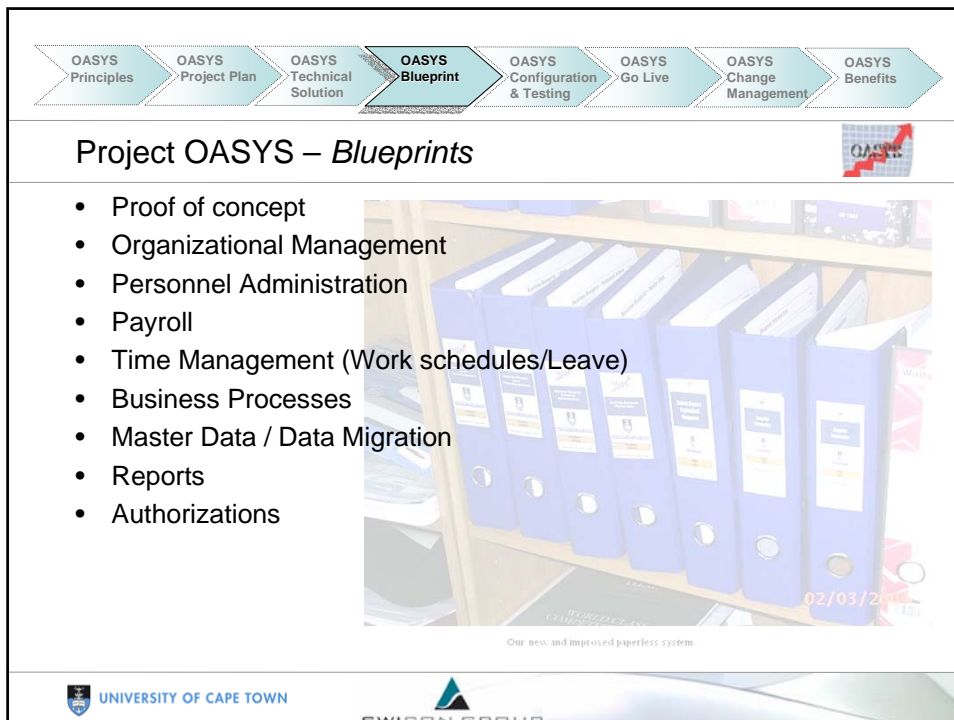
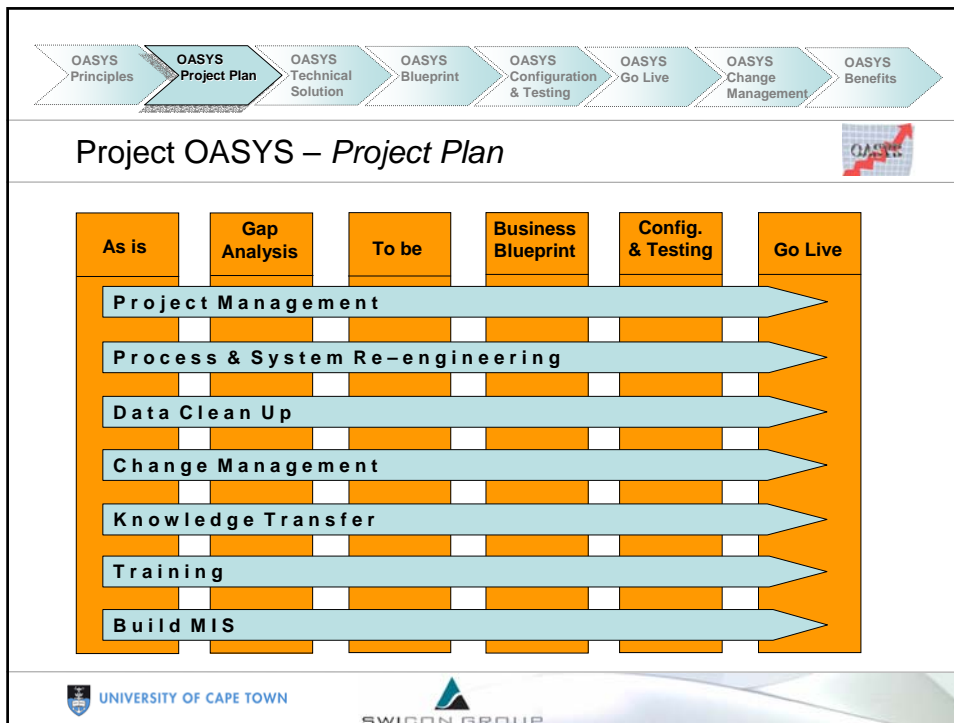
## Background – Decision #2 by UCT

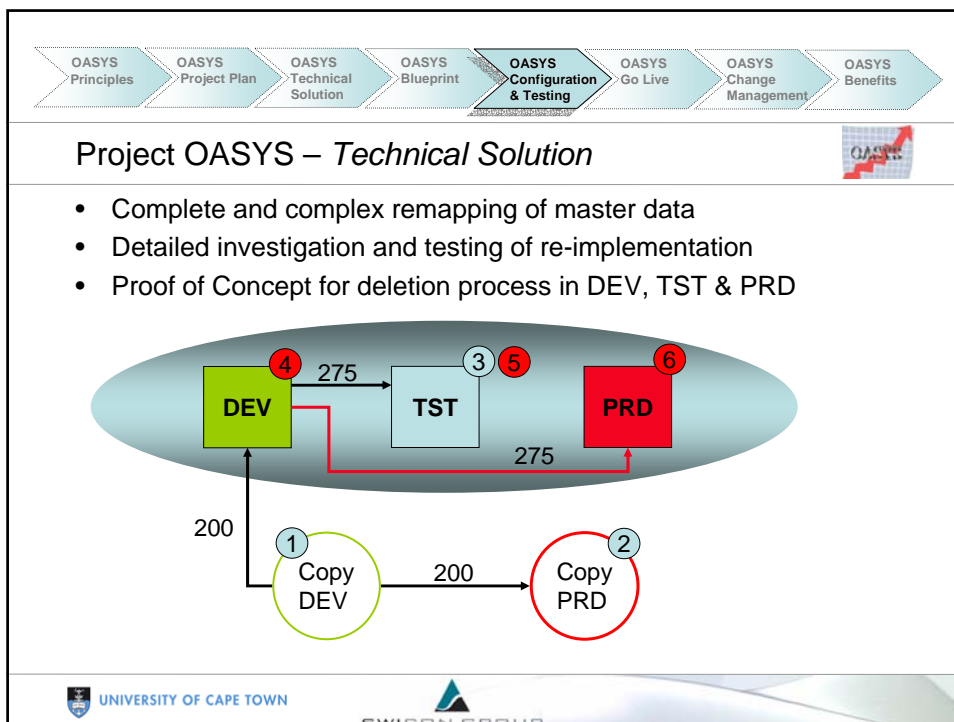
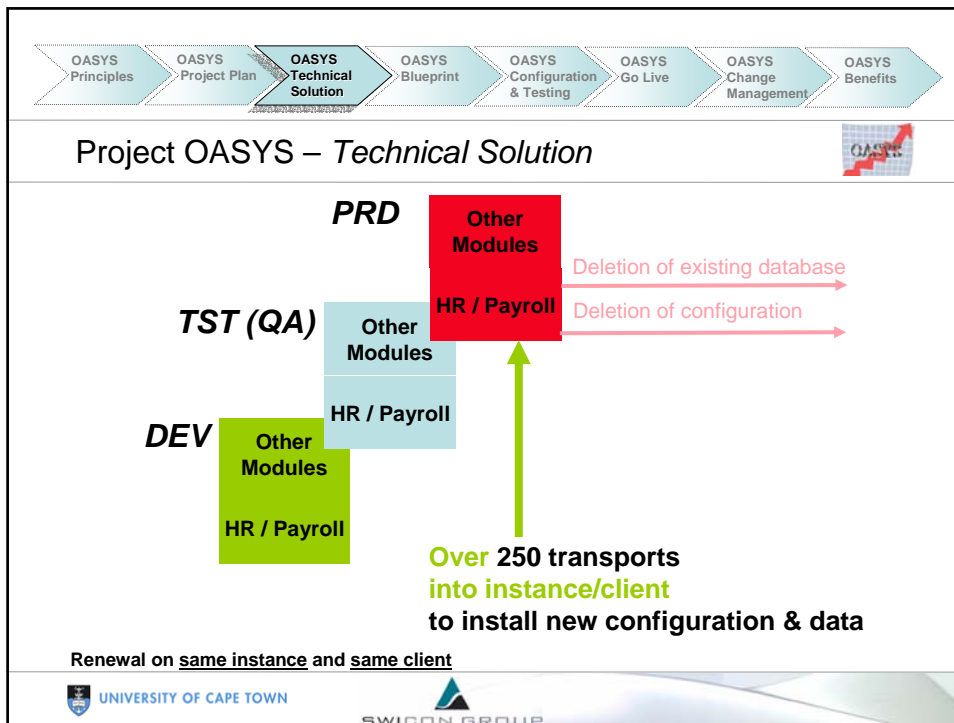
- Renew SAP HR/Payroll system
- Define HR/Payroll requirements and future strategy
- Redefine roles & responsibilities between HR and IT
- Align business processes and renewed system
- Establish MIS
- Staff training and development
- Clear roles and responsibilities within HR
- Establish HR communication strategy (internally & externally)

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- The diagram illustrates the Project OASYS Principles. At the top, a horizontal flow shows the project stages: OASYS Principles, OASYS Project Plan, OASYS Technical Solution, OASYS Blueprint, OASYS Configuration & Testing, OASYS Go Live, OASYS Change Management, and OASYS Benefits. Below this, the title 'Project OASYS - Principles' is displayed. The main content is a bulleted list of principles. At the bottom of the slide, the logos for the UNIVERSITY OF CAPE TOWN and SWICON GROUP are visible.
- Project owner = HR/Payroll Department
  - Renewal on same instance and same client
  - Active vs. formal change management
  - HR/Payroll to contribute on a strategic level (meaningful management information)
  - Align business processes to global best practice
  - Reflect best practice in the system/solution
  - Risk awareness
  - Teamwork
  - Open communication






OASYS Principles   OASYS Project Plan   OASYS Technical Solution   OASYS Blueprint   OASYS Configuration & Testing   **OASYS Go Live**   OASYS Change Management   OASYS Benefits

Project OASYS – *Go Live*

March 3, 2004




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OASYS Principles   OASYS Project Plan   OASYS Technical Solution   OASYS Blueprint   OASYS Configuration & Testing   OASYS Go Live   **OASYS Change Management**   OASYS Benefits

Project OASYS – *Ongoing Change Management*




- Transformation of application ownership from IT to HR
- SAP end user knowledge to be built up
- HR competency to be built up
- Ongoing knowledge transfer
- Ongoing improvement of HR delivery and credibility
- Clear roles & responsibilities defined and introduced
- Create platform for UCT HR-strategy

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### Project OASYS – Benefits

- Streamlined business processes and aligned with application
- Clear guidelines for more efficient maintenance of master data
- SAP application now 95% standard
- Future maintenance and upgrades easier & more efficient
- Ongoing application of LCP's
- User friendly data capturing
- Centralized maintenance of Organizational Management
- Proper guidelines to maintain positions
- Introduction of 'Jobs'
- Leave managed on system

### Project OASYS – Benefits

- End user training including related business processes
- High level of HR competency
- High level of client orientation
- Clear roles & responsibilities
- Attractive, user friendly pay slips
- Efficient FI, CO, FM integration



## Project OASYS – Benefits



Staff Information Report

Staff Information: Active Employees

Run by User: ACD/RA/AB  
Date From: 21.04.2004  
Time From: 12:37:13  
Date Range: 21.04.2004 - 21.04.2004

Per Area	Per Area	Per Sub A	Per Sub B	Per Sub C	Per Sub D	Term Date	Term Date	Parnt Ad	Position	Position Description	Job Description	Per Number	Title	Initials	First
Administration	2000	Administration	0001			23.09.2002	31.12.9999	01	9999999	Integration, default posi		90001140	Mr	DO	Owens
						23.09.2002	31.12.2003	01	50003426	Executive Secretary		90005003		ZA	Zeki
						23.09.2002	01	9999999	Integration, default posi			90006796			
						23.09.2002	01	9999999	Integration, default posi			90006922	Mr	A	Adhi
						23.09.2002	01	9999999	Integration, default posi			90006999			
						01.10.2002	01	9999999	Integration, default posi			90007770			
						01.07.2002	01	50003009	Administrator	Administrator		91111136	Mr	GA	Dink
						01.03.2001	01	9999999	Integration, default posi			92000001	DR MED	T	Friz
						11.11.1988	01	50000388	Pa to Financial Director	Manager		95000010	DR MED	TG	Thad
						01.08.1994	01	50000762	HR Secretary	Secretary		95000038	CRS	S	Sibal
						01.10.1998	01	50000754	Recruitment Officer	Officer		95000063	JR	PT	Proh
						08.01.1997	01	50000379	Financial Controller	Manager		95000060	CORRECTOR	P	Pica
						01.04.1997	01	50000382	Financial Controller	Controller		95000073	CR	P	Paul
						01.08.1997	01	50000935	Artisan	Artisan		95000076	DR MED	NS	Nom
						01.02.1998	01	50000620	Technician	Technician		95000068	DR PL - INV	MM	Muz
						01.02.1998	01	50000840	Artisan	Artisan		95000066	CRS	MB	Mari
						15.04.1998	01	50000526	Technician	Technician		95000103	DR PL - MV	M	Mar
						01.05.2001	01	9999999	Integration, default posi			95000108	PROF	LS	Luck
						01.06.1998	01	50000873	Stores Assistant	Assistant		95000123	MR	JW	Juta

HR Reporting



## Project OASYS – Benefits: Management Information



Staff Information Report

Staff Information: Movements/TakeOns/Terminations

Run by User: ACD/RA/AB  
Date From: 21.04.2004  
Time From: 12:45:28  
Date Range: 01.01.2004 - 31.12.2004

Parnt Ad	Old Posi	Old Position Description	Position	Position Description	Job Description	Per Number	Title	Initials	First Name	Last Name	Ethnic
		20000126 Human Resources Adminis	Administrator	Administrator		40000004		L	Leconra	Agidi	White
		20000127 Sales and Distribution Ma	Manager ABC	Manager ABC		40000007		F	Florence	Mabatha	Afric
		20000130 Sales Representative	Sales Representative	Sales Representative		40000008		P	Phillip	Bumeka	Afric
		20000131 Sales Co-ordinator	Co-ordinator	Co-ordinator		40000009		J	Joseph	Mashaga	Afric
01		50003420 Operations Manager	Manager ABC	Manager ABC		30000011		BR	Berlos	De Vriet	White
01		20000101 Administrative Clerk	Clerk	Clerk		30000012		B	Shadrack	Tshabalala	Afric
01		50003437 Operations Consultant	Consultant	Consultant		30000010		AE	Afred	Ngwema	Afric
01	20000125	HR Manager	20000125 HR Manager	Manager ABC		40000002		FP	Francis	Dosley	White
01	50003412	HR Manager	9999999 Integration, default posi	Manager		90005001		A	Alida	Hougaard	White
01			9999999 Integration, default posi			90000556	PROF DR	M	Mauren	Botha	White
01			9999999 Integration, default posi			90001639	Mr	NJ	Nico	Van Der Merwe	White
01			9999999 Integration, default posi			90001865	Prof	H	Hilda	Hardy	White
01	50003423	Engineering Manager	9999999 Integration, default posi	Manager		90005013		WV	Wilms	Muhammed	Indi
01	50003430	IR Consultant	9999999 Integration, default posi	Consultant		90005006		J	Jeanette	Abrahams	Colo
01	50003417	Managing Director	9999999 Integration, default posi	Director		90005000		AD	Alfred	Nicod	Afric
01	50003435	HR Consultant	9999999 Integration, default posi	Consultant		90005003		N	Nicosi	Stape	Afric
01	50003412	HR Manager	9999999 Integration, default posi	Manager		90005001		A	Alida	Hougaard	White
01	50003420	Operations Manager	9999999 Integration, default posi	Manager		90005008		BE	Berlos	De Vriet	White
01	50003426	Executive Secretary	9999999 Integration, default posi	Secretary		90005002		ZA	Zelda	Groenewald	White

HR Reporting



## Project OASYS – Benefits: Management Information



Staff Information Report

Staff Information: Exception Report

Plan by User: ACD/IAH@  
Date From: 21.04.2004  
Time From: 12:42:37  
Date Range: 21.04.2004 - 21.04.2004

Para Area	Para Area	Para Sub A	Para Sub A	Para Number	Tide	Initial	First Name(s)	Last Name	DOB	ID Number	Passport N°/Par
Administration	1000	Administration	0001	30000005		NA	Nkomo	Sipe	26.12.1975	1526129607893	01
				30000006		DS	Owen	Petersen	22.05.1965	9822632757598	01
				30000007		SD	Jayaram	Abraham	18.07.1970	1018074465733	01
				30000013		B	Raffaele	Marys	02.07.1960	9607024764848	01
				30000015		TJ	Tracy	De Gouwela	03.02.1978	7802034875957	01
				30000018		B	Benjamin	Van Vuuren	06.03.1977	7702087384748	01
				30000019		LJ	Jordrup	Marquesa	15.05.1975	10251565393	01
				30000020		J	Japine	Beurmond	06.06.1960	8008093948493	01
				30000021		N	Nicky	Stander	03.03.1972	7203038593840	01
				90001140	MR	DO	Deinmond	Adams	25.08.1962	9208265120095	01
				90001868	Prof	MR	Halla	Hards	18.12.1968	9812180960181	01
				90006795							01
				90006796							01
				90006922	MR	A	Adias	Van Der Merwe	21.07.1959	1967215050080	01
				90006991							01
				90007770							01
				90010000	ING	JJ	Jan	De Beer	15.05.1964	840515080980	01
				91000000	ING	W	Harry	Wethers	23.11.1967	8112261876881	02
				91111136	MR	DA	Chris	Vermeulen	01.02.1981	8102010005086	01
				92000001	DR MED	T	Tracy	Munro	28.03.1965	8503285999088	01
				93000121	JR	AM	Alfred	Zulu	03.12.1960	8612030063007	01

## HR Reporting



## Project OASYS – Benefits: Management Information



### April 2004 UCT Overall Staff Complement Report

Personnel Employees PE T2

Counts - M&F Percentage

Staff Grouping	Male					Female					Total	Grand Total
	Abseent	Coloured	Indian	White	Others	Abseent	Coloured	Indian	White	Others		
Staff Grouping	1	2,04%	2	4,08%	3	6,12%	1	2,04%	2	4,08%	6	12,24%
Academic	47	1,05%	8	0,18%	57	0,36%	11	0,24%	20	0,48%	86	1,92%
Admin PE (1)	1	0,02%	1	0,02%	2	0,04%	20	0,44%	1	0,02%	24	0,56%
PA&S - 10	79	1,74%	369	8,17%	12	0,27%	1	0,02%	102	2,31%	563	12,64%
Students	1	0,02%	1	0,02%	1	0,02%	48	1,07%	100	2,25%	151	3,39%
Total	151	3,39%	369	8,17%	76	1,74%	82	1,85%	243	5,54%	659	14,79%

Fixed Contract FT T2

Staff Grouping	Male					Female					Total	Grand Total
	Abseent	Coloured	Indian	White	Others	Abseent	Coloured	Indian	White	Others		
Staff Grouping	1	0,02%	2	0,04%	1	0,02%	1	0,02%	2	0,04%	6	0,12%
Academic	28	0,62%	19	0,42%	14	0,31%	38	0,84%	19	0,42%	74	1,64%
Admin PE (1)	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
PA&S - 10	54	1,21%	271	6,03%	11	0,24%	14	0,31%	103	2,31%	383	8,56%
Students	124	2,76%	271	6,03%	28	0,62%	37	0,84%	34	0,76%	133	2,96%
Total	208	4,61%	369	8,17%	56	1,24%	85	1,88%	157	3,52%	505	11,20%

Temporary Employees B&A t2

Staff Grouping	Male					Female					Total	Grand Total
	Abseent	Coloured	Indian	White	Others	Abseent	Coloured	Indian	White	Others		
Staff Grouping	1	0,02%	2	0,04%	1	0,02%	1	0,02%	2	0,04%	6	0,12%
Academic	8	0,18%	1	0,02%	10	0,22%	6	0,13%	1	0,02%	16	0,36%
Admin PE (1)	20	0,44%	10	0,22%	20	0,44%	14	0,31%	14	0,31%	58	1,28%
PA&S - 10	30	0,67%	150	3,36%	20	0,44%	10	0,22%	14	0,31%	174	3,88%
Students	192	4,28%	369	8,17%	20	0,44%	30	0,67%	34	0,76%	486	10,84%
Total	281	6,24%	369	8,17%	70	1,56%	60	1,33%	62	1,38%	532	11,84%

Overseas Contractors

Staff Grouping	Male					Female					Total	Grand Total
	Abseent	Coloured	Indian	White	Others	Abseent	Coloured	Indian	White	Others		
Staff Grouping	1	0,02%	2	0,04%	1	0,02%	1	0,02%	2	0,04%	6	0,12%
Academic	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Admin PE (1)	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
PA&S - 10	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Students	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Total	6	0,12%	6	0,12%	12	0,24%	6	0,12%	6	0,12%	24	0,52%

Overseas Contractors

Staff Grouping	Male					Female					Total	Grand Total
	Abseent	Coloured	Indian	White	Others	Abseent	Coloured	Indian	White	Others		
Staff Grouping	1	0,02%	2	0,04%	1	0,02%	1	0,02%	2	0,04%	6	0,12%
Academic	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Admin PE (1)	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
PA&S - 10	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Students	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Total	6	0,12%	6	0,12%	12	0,24%	6	0,12%	6	0,12%	24	0,52%

Overseas Contractors

Staff Grouping	Male					Female					Total	Grand Total
	Abseent	Coloured	Indian	White	Others	Abseent	Coloured	Indian	White	Others		
Staff Grouping	1	0,02%	2	0,04%	1	0,02%	1	0,02%	2	0,04%	6	0,12%
Academic	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Admin PE (1)	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
PA&S - 10	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Students	1	0,02%	1	0,02%	2	0,04%	1	0,02%	1	0,02%	6	0,12%
Total	6	0,12%	6	0,12%	12	0,24%	6	0,12%	6	0,12%	24	0,52%

## HR-Management Report



## Project OASYS – Benefits: Management Information



### April 2004 UCT Overall Staff Turnover Report

Permanent Employees PE(T)												
Counts and Percentages												
Staff Grouping	Male					Total	Female					Grand Total
	African	Coloured	Indian	White	Others		African	Coloured	Indian	White	Others	
Academics												
Senior PE(S) (13)												
PE(S) 1 - 12												
Students												
Independent Contractors												
<b>Total</b>	1 248%	2 18%	2 24%	1 12%	6 68%	1 23%	1 23%	1 23%	1 23%	1 23%	1 23%	14 27%

Fixed Contract FT(T)												
Counts and Percentages												
Staff Grouping	Male					Total	Female					Grand Total
	African	Coloured	Indian	White	Others		African	Coloured	Indian	White	Others	
Academics												
Senior PE(S) (13)												
PE(S) 1 - 12	1 24%	1 20%	1 24%	1 24%	1 24%	4 28%	1 24%	1 24%	1 24%	1 24%	1 24%	10 25%
Students												
Independent Contractors												
<b>Total</b>	1 24%	2 18%	2 24%	1 12%	6 68%	1 23%	1 23%	1 23%	1 23%	1 23%	1 23%	14 27%

Temporary Employees Baster Ad Hoc												
Counts and Percentages												
Staff Grouping	Male					Total	Female					Grand Total
	African	Coloured	Indian	White	Others		African	Coloured	Indian	White	Others	
Academics												
Senior PE(S) (13)												
PE(S) 1 - 12	1 14%	1 14%	1 14%	1 14%	1 14%	5 35%	1 14%	1 14%	1 14%	1 14%	1 14%	5 35%
Students												
Independent Contractors												
<b>Total</b>	1 14%	1 14%	1 14%	1 14%	1 14%	5 35%	1 14%	1 14%	1 14%	1 14%	1 14%	5 35%

Disabilities												
Counts and Percentages												
Staff Grouping	Male					Total	Female					Grand Total
	African	Coloured	Indian	White	Others		African	Coloured	Indian	White	Others	
Permanent Employees												
Fixed Contract												
Temporary Employees												
<b>Total</b>	1 14%	1 14%	1 14%	1 14%	1 14%	5 35%	1 14%	1 14%	1 14%	1 14%	1 14%	5 35%

HR-Management Report



## Project OASYS – Benefits: Management Information



### April 2004 UCT Overall Termination Report

Permanent Employees PE(T)												
Counts and Percentages												
Staff Grouping	Male					Total	Female					Grand Total
	African	Coloured	Indian	White	Others		African	Coloured	Indian	White	Others	
Academics												
Senior PE(S) (13)												
PE(S) 1 - 12												
Students												
Independent Contractors												
<b>Total</b>	1 714%	2 142%	2 142%	1 71%	4 28%	1 71%	1 71%	1 71%	1 71%	1 71%	1 71%	14 28%

Fixed Contract FT(T)												
Counts and Percentages												
Staff Grouping	Male					Total	Female					Grand Total
	African	Coloured	Indian	White	Others		African	Coloured	Indian	White	Others	
Academics												
Senior PE(S) (13)												
PE(S) 1 - 12	1 71%	1 71%	1 71%	1 71%	1 71%	5 35%	1 71%	1 71%	1 71%	1 71%	1 71%	5 35%
Students												
Independent Contractors												
<b>Total</b>	1 71%	2 142%	2 142%	1 71%	4 28%	1 71%	1 71%	1 71%	1 71%	1 71%	1 71%	14 28%

Temporary Employees Baster Ad Hoc												
Counts and Percentages												
Staff Grouping	Male					Total	Female					Grand Total
	African	Coloured	Indian	White	Others		African	Coloured	Indian	White	Others	
Academics												
Senior PE(S) (13)												
PE(S) 1 - 12	1 71%	1 71%	1 71%	1 71%	1 71%	5 35%	1 71%	1 71%	1 71%	1 71%	1 71%	5 35%
Students												
Independent Contractors												
<b>Total</b>	1 71%	2 142%	2 142%	1 71%	4 28%	1 71%	1 71%	1 71%	1 71%	1 71%	1 71%	14 28%

Disabilities												
Counts and Percentages												
Staff Grouping	Male					Total	Female					Grand Total
	African	Coloured	Indian	White	Others		African	Coloured	Indian	White	Others	
Permanent Employees												
Fixed Contract												
Temporary Employees												
<b>Total</b>	1 71%	2 142%	2 142%	1 71%	4 28%	1 71%	1 71%	1 71%	1 71%	1 71%	1 71%	14 28%

HR-Management Report



# U C T O A S Y S

## Conclusions

- Nothing is impossible!
- A successful renewal is not the end of the road, it's the beginning of a new journey!
- T.E.A.M.



What the hell have they done?

IMPLEMENTATION DRIVEN BY THE BUSINESS

# Thank you very much!

## Questions?