FY 07-08 IT Budget Proposal
Administration/IST: HRMS Upgrade
ABBA Category One: Institutional Effectiveness
ABBA Category Two: Administration

For more information about this proposal, contact:
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HRMS (Administer Workforce and eRecruit) must be upgraded to Version 9.0 now. The current version falls out of maintenance by the vendor on 3/31/07. The eRecruit system is a major inhibitor to effective recruitment of staff, and the new version is a much better base on which to support the Career Compass initiative and Identity Management. The analysis and fit gap are already close to complete, having been started using existing staff resources.

The HRMS upgrade was pushed back first by delays in the BFS Upgrade project, and most recently, by a year for the replatforming of HRMS, done to eliminate the risk of over-loading the mainframe. Now on the new Oracle platform, we are well positioned for Fusion (the new version of ERP applications combining Oracle and PeopleSoft) and the future, and can move forward quickly.

Prior plans and the budget request submitted two years ago were based on upgrading to a previous release of the software. The expectation was that there were no significant architecture changes in the Administer Workforce module and that the recruiting functionality of the upgraded version could in large part be used as delivered.

The HRMS Upgrade Strategy Team decided on Version 9 as the best investment for the campus following an examination of the new person model architecture and of new functionality which better supports the Career Compass initiative, as well as the longer term support for the newer release. Analysis of the new release shows that the upgrade will more closely resemble two simultaneous new implementations (of Administer Workforce and the new recruiting modules) than the relatively simple upgrade previously envisioned.

1. ALIGNMENT WITH IT STRATEGIC PLAN

Critical Issue 4: Security, reliability, access

Access 2: Timely and integrated access to online information is impeded by missing or inadequate middleware components

HRMS and BFS are the two most essential sources, repositories, and hubs for administrative computing data on campus. It is the source of most CalNet and PPS data, and also feeds data to numerous other systems across campus. In total, HRMS currently has 107 batch job interfaces. The upgrade will deliver a more advanced middleware toolset with HRMS, enabling more flexibility and greater potential for near real-time delivery of critical data to other applications such as CalNet and a future Identity Management system.

In addition, this version of HRMS delivers a single identity database for all relationships to the campus, which at rollout will eliminate multiple IDs for people who have or have had both employee and non-employee relationships to the campus. This identity database (called the “Person Model”) is delivered with native support for students as well, and if desired can easily be extended to support any other type of relationship to the campus. With HRMS already being the campus system of record and a distributed-entry application, this capacity makes it a natural candidate to be the source system for identity and roles data for the eventual Identity Management system.

Finally, since the currently installed version of HRMS falls out of maintenance on March 31, 2007, HRMS will thereafter be at risk to new security threats.

Critical issue 5: Governance, funding, structure
The current version of HRMS falls out of maintenance on March 31, 2007. We have no option but to do this upgrade as part of the base cost of doing business.

2. IMPACT

Completion of this upgrade will give these primary benefits:

- A user-friendly, intuitive, and simpler interface for employment applicants
- Improved and simpler recruiting administration capabilities
- Better applicant pools for job postings in eRecruit
- A single ID type for all employees and non-employee affiliates on campus
- Architecture to seamlessly expand the single ID system to include students, so the identity management for everyone on campus could reside within this single database
- Data input for hire simplified
- Performance, development, and career management architecture built on the same philosophies and best practices as the Career Compass initiative
- More robust tools for better campus data integration, and data integration with outside providers, including recruiting websites (Monster, etc.), background check vendors, and market compensation data providers
- More flexible and robust security architecture
- The same overall user interface and programmer toolset as the BFS upgrade

3. RISK ASSESSMENT

The primary risk from this upgrade is not doing it, due to the current version falling out of maintenance. An equal risk would be to underfund this project. Due to changes in the underlying architecture and user interface, this is effectively two simultaneous new implementations and therefore more akin to the same level of effort as the BFS upgrade than a simple technical upgrade. We are lucky to have very experienced in-house teams on both the technical and functional side to do this upgrade, as this helps keep the costs down considerably.

The next biggest risk is project management. We do not have anyone in-house with the requisite skills that can be made available for this project, so we will need to hire an outside project manager. To keep costs down we have based the budget on the assumption that we can do this hire directly on contract rather than through an agency, which cuts the budget $100,000 or more, but introduces the risk that we fail to find someone with the requisite skills that we can hire directly.

Scope creep is a major risk for this project, since HRMS is now so fundamental to so many campus operations. In addition, the Career Compass project is being accelerated and some of its deliverables are dependent upon the upgrade. The job family structure required to support Career Compass is included in the upgrade since it impacts the base data structure. However, there are elements of Career Compass that have been omitted from the scope in order to deliver the upgrade as quickly as possible. However, the Career Compass project is dependent upon delivery of the HRMS upgrade no later than June 2008, so other elements of scope may need to be delayed to post-upgrade if that timeline cannot otherwise be met.

The HRMS upgrade has already been delayed by over a year due to the replatforming of HRMS to address the risk to mainframe operations that was identified when the project was first started. At this time, we cannot risk delaying the
project any further. It is incumbent that there is a commitment from the campus to adequately fund this upgrade so that the above risks can be managed.

4. INNOVATION

Many new tools are delivered with this version of HRMS and application of those tools in the upgrade to replace existing customizations is under review. Where feasible, we will use these tools and greatly expand configuration controls rather than coding to make future upgrades less onerous and improve the “nimbleness” of HRMS development.

5. FUNDING MODEL

The amount of $123,500 was previously allocated for the functional side of the HRMS upgrade, which was less than had been requested. IST also accepted a revision of their budget to $0. The prior functional allocation is still largely intact. A small portion (approximately $11,350) has been spent for backfill for an HR analyst performing fit-gap analysis of the recruiting module.

At that time, the expectation was that there was no need for significant architecture changes in the Administer Workforce module, and that the recruiting functionality of the upgraded version could in large part be used as delivered. However, this has not proven to be the case. Instead of a relatively simple upgrade analysis has determined that this upgrade will in effect be two new implementations. In addition, as discussed above, the consequences of missing the delivery target for this upgrade are now greater than they were before.

Therefore, the budget was re-assessed. Additional in-house resources are being diverted to the upgrade, and substantially more funds are being requested to ensure success. In FY 07-08, it is estimated that $1,891,056 will be spent on the upgrade, of which $1,302,091 will be in the form of existing resources and $588,965 is being requested as temporary funds. Additional temporary resources required for post-upgrade continuation of new user training, elevated user support, and technical work to address system break-in issues are anticipated to require an additional $196,168 in FY 08-09 in temporary central funding.
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**Note:** In accordance with the University’s accounting system, positive numbers are expenses or deficits, while negative numbers are funding or surpluses.