## Agenda

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<td>Questions</td>
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Proposed project team

**Project Leadership**
- Richard Aks
  - Project Champion - Finance
- Vivian Fernández
  - Project Champion - UHR
- Brian Simet
  - Business Lead - Payroll
- Carolyn Knight-Cole
  - Business Lead - UHR

**Project Management**
- Ram Venkatraman
  - EY Engagement Manager
- TBD
  - RU Project Manager

**Workstreams**
- **EY Resources**
  - Francesca Pate
    - BPR Lead
  - Kimberly Lewis
    - Change Management Lead
  - Wendy Guo
    - Functional Consultant
  - Sreerenj S
    - Global Delivery Services Consultant
- **RU Functional Team**
  - Karla Marie
    - Functional Lead
  - Julie Cartagena-Jones
    - Functional Lead
  - Anthony Cross
  - Ashley Lofton
  - Ramona White
  - Shellese Doyle
  - Karol Martinez
  - Dee Wiggins
  - Marie Matusiak
  - Deborah Jackson

**RU Technical Team**
- Tammy Khaleque
  - Technical Lead
- Daisy Maxwell
  - Technical Lead
- Greg Muller
- Reggie Greene
- Eileen Markey
- Jason Butkowski
  - Presentations/Training
- Karinnee Bachonski
  - BPR Admin

**RU Stakeholder Committee**
- To Be Posted on Cornerstone

**RU Steering Committee**
- J Michael Gower
- Michel Norin
- Chris Molloy
- Antonio Calcado
- Barbara Lee
- Karen Stubaus
- Mary Lou Ortiz
- Joanne Williams
- Arcello Aponte
- Larry Gaines
- Kathy Bramwell
- Cecile Feldman

**Legend:**
- RU Resources
- EY Resources
HR/Payroll Business Process Redesign (BPR) Roadmap

Value proposition

Redesigning business processes to increase efficiency, fit for future state technology, and minimizing overlaps is the next step towards moving to the new HCM Cloud solution. The future state solution will improve Service Excellence by reducing cycle times and removing administrative inefficiencies.

Gains realized post implementation

- Align with industry standards
- Robust HR Service Delivery Model
- Consolidated reporting and meaningful data analytics
- Improved accuracy, reduced error rates and risks
- More accurate cost model due to role clarity
- Provide economies of scale
- Targeted professional development based on defined roles
- Improved quality of service for employees, departments, and schools

Business drivers

- Efficiency/effectiveness
- Service delivery
- Role clarity
- Governance
- Transparency

Gains realized post BPR

- Alignment with Rutgers Strategic Plan
- Standardization of processes to support ONE RUTGERS
- Heightened Focus on value added activities
- Improved Interdepartmental communication and process hand-offs

BPR approach

- Current state assessments
- Future state workshops
- Technical capabilities
- Future state design

To align with your expectations of the Business Process Redesign Project, you will be engaged in a “Voice of the Customer” exercise

- Change management
- Project management
- Executive support
HR/Payroll BPR
Purpose and scope

Purpose
► Align business processes to the strategic plan
► Streamline and standardize HR/Payroll processes
► Deliver HR/Payroll Services efficiently and effectively

Scope
► From position creation through first paycheck and subsequent changes of status
► Identify distributed HR Resources, define roles and competencies
► Develop a set of standardized HR/Payroll processes across all departments that allows for variability of labor agreements, diversity of operations and needs of local and central HR
► Develop a service delivery model that outlines the future state organization, operating model, resource needs, roles and responsibilities

Dedicated time to business process optimization is a key success factor in implementing ONE RUTGERS

Begin with the end in mind – the next step in the journey to HCM cloud as ONE RUTGERS
Key decision documents will be used to document changes to scope and decisions with the overall intention of advancing strategic and value added changes to current processes and technology.

Changes will be reviewed by the Change Advisory Board comprised of project sponsors and stakeholders from key business units/campuses.

Based on established scope, process redesign will be prioritized in the initial workshops.

Measurable process improvements will logically evolve based on overall efficiency of redesigned processes.

This project is a business led customer voice informed initiative to align processes with Rutgers’ strategic vision of Human Resources and Payroll. BPR will address inefficiencies, roles and responsibilities, leverage technology and enhance service levels.

Guiding principles
## Project timeline

<table>
<thead>
<tr>
<th>Prep and mobilize</th>
<th>Assess</th>
<th>Recommend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Week 11</td>
<td>Week 15</td>
</tr>
<tr>
<td>Prep and mobilize</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project kick-off</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prep and mobilize</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct current state assessment</td>
<td>1.1</td>
<td>Future state design complete</td>
</tr>
<tr>
<td>Conduct validation of prior activity and current state assessment</td>
<td>1.2</td>
<td>Current state assessment complete</td>
</tr>
<tr>
<td>Conduct future state design workshops</td>
<td>2.1</td>
<td>Future state design complete</td>
</tr>
<tr>
<td>Document future state operating and service delivery model</td>
<td>2.2</td>
<td>Future state design complete</td>
</tr>
<tr>
<td>Develop future state operating documents</td>
<td>3</td>
<td>Final deliverables presented</td>
</tr>
<tr>
<td>Finalize, socialize and present recommendations</td>
<td>4</td>
<td>Final deliverables presented</td>
</tr>
</tbody>
</table>

**Communication and alignment**

**Project management and stakeholder engagement**
Methodology

**Identify**
- Define scope and requirements
- Build governance structure
- Engage stakeholders
- Align mission and mandates
- Define PMO, change and communications strategies
- Conduct risk prioritization of application and control remediation

**Diagnose**
- Collect and review information on current state
- Interview process owners to further evaluate current state
- Determine gap between current state and leading practices
- Identify and prioritize key areas for improvement
- Socialize results with key stakeholders
- Identify enablers

**Design**
- Define end state solution, processes and procedures
- Define resources and responsibilities
- Design Service Model and capability needs
- Define change and communication needs
- Identify implementation (and post implementation) plans

**Deliver**
- Deploy design elements
- Implement short term wins
- Define resources and responsibilities
- Enhance PMO, change and communications plans, as needed
- Execute testing
- Conduct training
- Execute tiered roll out based on risk assessment

**Sustain**
- Deliber post production support
- Execute post implementation assessment
- Monitor program objectives and adjust as needed
- Transfer knowledge and learning
- Monitor stakeholder adoption

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BPR In-scope services

Technology requirements and implementation

Project management, change readiness and communications
Process mapping level overview

Scope
Information will be captured at a Level 3 (sub-process) level of detail and drill down to the next level of detail (L4 – Activity Level) for the identified focus areas
What to expect
BPR Workshops

What to expect …
► Involvement of HR/Payroll functional leads and Department Subject Matter Resources
► Insights of current process knowledge from the respective business unit
► Participation of all attendees
  ► Highlight of similarities, variances, pain points, and inefficiencies
  ► Identification of Sub-processes
► Roles and Responsibility matrix from current state processes
► Compilation of available process documentation prior to workshop attendance

What NOT to expect…
► Deployment of redesigned processes in this phase
► Future state business processes designed from a current state technology lens
Change management approach

**Business engagement**
- Business engagement activities will be executed through BPR Project leadership alignment and stakeholder engagement
- Will drive awareness, understanding and acceptance of the change across all business processes

**Business readiness**
- Readiness activities will be organized at a functional level
- Plan in place to prepare impacted stakeholders for the process changes

**Business transition approach**
- Transition activities are organized at the local level
- Facilitates the execution and sustainment of the change at the local level
Critical success factors

- Alignment to Strategic Plan
- Communication
- Internal Controls
- Efficiency
- Change Management
- Metrics that Matter
Project governance

Weekly

Weekly Status Meetings
► In Person/Phone calls
► Functional Leads
► Status Reporting

Bi-weekly

Change Advisory Board Meetings
► Project Sponsors/Champions
► Select Stakeholders
► Functional Approvers
► Change/Issue Log
► Key Decision Documents

Project Collaboration
► Sakai
► Workshops
► Think Tank
► Surveys

Steering Committee Meetings
► Project Sponsors/Champions
► Department Leads
► Dean Meetings
► Executive Status Report

Monthly

Cadence
Communicate
Communicate

Ongoing
Next Steps

► Continue data collection of current state documentation
► Finalize detailed work plan and timeline
► Plan current state workshop schedules
► Finalize relevant technical and functional points of contact (Roster)
► Communicate timeline and schedule of project activities
Questions
ThinkTank is a virtual collaborative platform used to engage participants in the same room or across the globe, to capture the voice of the customer.

By applying proven EY solutions and methodologies delivered by leading consultants, accelerated through ThinkTank we deliver greater value faster.

Key Benefits

- **Accelerates speed to outcome** - what took days or weeks now reduced to a few hours
- **Anonymous contributions** – anonymity dramatically reduces fear, people share what they honestly think/know
- **Virtual and asynchronous functionality** – more participants can be involved, creating the opportunity for deeper understanding
## Roles & responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
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</thead>
<tbody>
<tr>
<td><strong>Steering Committee</strong></td>
<td>• Overall approval on recommendations</td>
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<tr>
<td></td>
<td>• Program Leadership, including setting program priorities/objectives</td>
</tr>
<tr>
<td></td>
<td>• Reviews progress and performance against timeline, budget, benefits</td>
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<tr>
<td></td>
<td>• Obtain resources, as needed</td>
</tr>
<tr>
<td><strong>Project Sponsor</strong></td>
<td>• Oversees overall direction of the project</td>
</tr>
<tr>
<td><strong>Champion</strong></td>
<td>• Leads the workstream</td>
</tr>
<tr>
<td></td>
<td>• Has overall responsibility for projects in the workstream</td>
</tr>
<tr>
<td><strong>Project Lead/Manager</strong></td>
<td>• Leads project team for a specific project(s) within the workstream</td>
</tr>
<tr>
<td></td>
<td>• Manages project scope, workplan, issues log, project budget, and issue escalation/ resolution</td>
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<tr>
<td></td>
<td>• Coordinates with external consultants to ensure project is on track</td>
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</table>
### Roles & responsibilities (cont.)

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Functional Lead</strong></td>
<td>• Serves as day-to-day lead on the business/functional components of project</td>
</tr>
<tr>
<td></td>
<td>• Reports to Project Manager all business/functional progress, issues, and deliverables</td>
</tr>
<tr>
<td><strong>Functional SMEs / Team Members</strong></td>
<td>• Performs tasks identified in project plan</td>
</tr>
<tr>
<td></td>
<td>• Reports to appropriate Functional Team Lead</td>
</tr>
<tr>
<td></td>
<td>• Maintains ownership for key project deliverables</td>
</tr>
<tr>
<td><strong>Technical Lead</strong></td>
<td>• Serves as day-to-day lead on technical components of project</td>
</tr>
<tr>
<td></td>
<td>• Reports to PM on all technical progress, issues, and deliverables</td>
</tr>
<tr>
<td><strong>Technical</strong></td>
<td>• Performs tasks identified in the project plan</td>
</tr>
<tr>
<td></td>
<td>• Reports to Technical Lead on all progress, issues, and deliverables and maintains ownership of key deliverables</td>
</tr>
<tr>
<td><strong>Change Management &amp; Communications</strong></td>
<td>• Assesses change readiness of stakeholders</td>
</tr>
<tr>
<td></td>
<td>• Works closely with PMO Change Management Director to align change management approach with other ongoing projects</td>
</tr>
<tr>
<td></td>
<td>• Develop communications plans and draft communications across the entire project</td>
</tr>
<tr>
<td></td>
<td>• Works closely with PMO Communications Director to align communications strategically with other ongoing projects</td>
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Why do we document processes?

Process models can identify:

<table>
<thead>
<tr>
<th>Bottlenecks</th>
<th>Redundancies</th>
<th>Forms and reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key decision points for criteria</td>
<td>Roles and responsibilities</td>
<td>Key inputs and outputs</td>
</tr>
</tbody>
</table>

We model processes to:

- Reduce barriers between functions
- Establish clear ownership of value creating processes
- Synchronize processes and activities
- Understand contributions to value creation
- Visualize material and information flow
- Ensure a common understanding of the process flow
- Create a baseline for process-improvement initiatives
Elements of a business process

- **Controls**
  - Procedures
  - Standards
  - Requirements for rework
  - Measures

- **Inputs**
  - Information/data
  - Material

- **Process**

- **Outputs**
  - Information
  - Material
  - Service

- **Enablers**
  - People
  - Functions
  - IT systems
  - Machines
Process taxonomy

<table>
<thead>
<tr>
<th>Process Hierarchy Level</th>
<th>Value of Process Mapping</th>
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</table>
| Level 1: Enterprise Process | - Establish a framework for identifying the primary drivers of value  
                                - Direct focus on key stakeholders and “metrics that matter”  
                                - Build understanding of senior management ownership for core processes, and the contributing functions |
| Level 2: End-to-End Process | - Deepen understanding of the one or two Enterprise processes to scope the engagement, and focus on the most appropriate area of opportunity  
                                - Identify the functional areas where internal customer/supplier measures and other performance measures are needed to develop improvement hypotheses |
| Level 3: Sub-Process | - Detailed with “swim lanes,” where each “lane” represents the steps completed by a particular function  
                        - Illustrates the interactions of functions with each other, as an output is created and delivered  
                        - Incorporates “decision diamonds” to illustrate various process pathways based on alternatives within the steps |
| Level 4: Activities | - Identify systems and data interdependencies  
                           - Develop and/or simulate new processes and procedures  
                           - Document new processes for training  
                           - Monitor and continuously improve process operations |
Process map review structure

**Service Descriptions**

<table>
<thead>
<tr>
<th>Process</th>
<th>Sub-process</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Manage and Manage Change</td>
<td>Process focused for launch of new service.</td>
</tr>
<tr>
<td>2</td>
<td>Manage and Internal Change</td>
<td>Manage and internal change for new service.</td>
</tr>
<tr>
<td>3</td>
<td>External Change</td>
<td>Manage and external change for new service.</td>
</tr>
</tbody>
</table>

Narrative explanations of in-scope processes including:
- Process title
- Connected sub-process overview
- High-level description of process

**Level 3 Process Maps, Enabling Technology & Exceptions Noted**

Visual depiction of future state sub-processes showing:
- Activity sequence, handoffs and key decision points
- Current and future activity ownership
- Governance and audit controls
- Technology requirements
- Specific exceptions and considerations
Process design overview

- Submit final process maps to Steering Committee/Project Champions
- Receive formal sign-off

- Conduct final review and validate with Business Leads

- Receive and incorporate feedback from Stakeholder Committee

- Conduct Current State workshops to capture current state processes and variations
- Create Current State process maps
- Validate Current State process maps
- Conduct Future State workshops to develop future state process maps
- Conduct Initial review with Technical Team and validate with Stakeholder Committee
2.2.1 Enter W4 and tax information

[Diagram of process flow]