
FREQUENTLY ASKED QUESTIONS

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1. WHAT IS THE HUMAN RESOURCE MANAGEMENT SYSTEM (HRMS) PROJECT ABOUT?

The Human Resource Management System (HRMS) Project is an HR project to replace and improve legacy HR processes and systems with a new, fully integrated, cloud based system called Oracle Human Capital Management (HCM) Cloud that will manage the complete employee life cycle from attraction and recruitment to retirement.

2. HOW DOES THE HRMS PROJECT ALIGN TO HUMBER'S STRATEGY?

The HRMS supports Humber's Strategic Plan as part of the Foundations for Success, Goal 1: Invest in accomplished and engaged employees who are supported in delivering an exceptional student experience. The HRMS will support this goal through strategies and systems that ensure employees understand and are able to deliver on their roles; focus on skills, knowledge and values of all employees; recruit and retain diverse faculty and staff; and support professional development and succession planning. The HRMS also aligns to Focus on Teaching and Learning Excellence, Goal 3: Demonstrate leadership in learning and teaching strategies, by establishing the infrastructure and mechanism through which Humber can attract and retain outstanding and diverse faculty and staff.

3. WHAT VALUE WILL THIS NEW HRMS BRING TO HUMBER AND TO HR?

This new HRMS will allow us to deliver on Humber's talent objectives as defined in the 2013 – 2018 Strategic Plan and will allow HR to adopt leading HR practices; deliver services to staff and faculty that are more efficient and creates a more positive employee experience; and advance HR's new strategic partner agenda, offering enhanced services, improved advice through data and analytics, and more timely access to information for decision-making.

4. WHY DO WE NEED TO MAKE THE CHANGE TO THIS NEW HRMS AT THIS TIME?

With the College set on a path of innovation and technological growth the time is right to upgrade critical systems that enable success. One such system is the HR system. Currently HR is moving ahead to reinvent the nature of service delivery to its clients by becoming more of a strategic partner. This means providing information and support to clients that inform decision-making and adds value. Our existing system does not allow for HR to accurately, reliably or comprehensively respond the way it should, and, for this reason the HR Department is moving forward to implement this best in class system. The timing is right as we move forward to improve processes, introduce new services and leverage critical HR information.

5. WHAT IS ORACLE HCM CLOUD?

Oracle HCM Cloud is a unified HR system in the cloud that manages the complete employee life-cycle, bringing HR processes, data analytics and reporting together in one solution AND because it is in the Cloud, the solution is regularly updated based on Global HR best practices to ensure Humber always has access to best in class HR practices. HCM cloud allows HR departments to find, grow and retain the best talent, enable collaboration, provide complete workforce insights, increase operational efficiency and

makes it easy for everyone to connect on a device. Oracle HCM Cloud is the solution that has been selected and is being implemented by Humber's HR Department.

6. WHAT ARE THE CONSEQUENCES OF NOT CHANGING AND KEEPING THINGS THE WAY THEY ARE?

The change to the new HRMS is absolutely necessary to advance both strategic and operational goals. With the existing system, there are increased costs and risks in maintaining a legacy system that cannot respond to future needs. From the strategic perspective, an HR function that does not respond to changing employee/employer expectations does not advance or promote Humber's innovation and technology brand, and, we will be unable to attract and retain top talent using existing methods or to demonstrate to potential candidates that Humber is a progressive College with advanced systems and tools. Additionally, the current system does not allow HR to effectively advance its HR services model where: data and reports are provided for decision-making; Human Resource Business Partners (HRBPs) are fully imbedded in the business providing a centralized shared services function; and solutions are created and customized based on client needs through a centralized centre of expertise or excellence.

7. WHO WILL BE IMPACTED BY THIS NEW HRMS?

The persons impacted by this new system will be all persons who will interact with and use the system. This includes all of the Human Resources Department; all people managers (have employees reporting to them) and any support personnel who conduct employee (HR) related practices such as process contracts or HRINs, recruitment or time and attendance. In addition, all full time employees will access the new system using their own individualized employee profile through direct access capability. Other impacts would include departments that support or provide services to HR such as Finance and ITS.

8. HOW WILL THE NEW HRMS IMPACT PEOPLE MANAGERS ACROSS HUMBER?

People managers across Humber who conduct employee (HR) related activities such as: recruitment – permanent/contract; on/off-boarding; time keeping; attendance; and performance reviews. The major impacts will be process and system related. People managers will have new ways of working as it relates to how they conduct employee (HR) related activities. This means that they will have to learn new processes and will be using the new HRMS to execute their HR related activities.

9. WHAT CAN I EXPECT TO SEE OVER THE COMING MONTHS?

Over the next couple of months, you can expect to see many project related activities. The HRMS Project Team has just completed its Discovery Phase during which we reviewed design concepts, configured base requirements and analyzed the gap between where we are now and where this new system can take us. We have now started our Delivery Phase in which we execute work in a sprint type structure comprising 4 weeks broken down as: process mapping; configuring; testing and demos. We will also be conducting many stakeholder engagement and readiness sessions as part of change management activities. What this means for stakeholders and what you can expect will be requests for your time and input to participate in workshops, testing sessions, demos and surveys. These requests are all designed to (i) get

direct feedback from you, (ii) ensure your views are incorporated in design configuration; (iii) build awareness; and (iv) gain your buy-in. Additionally, you can expect that as HR modules get designed and tested through an incremental delivery, the look, feel and functionality may change, building in sophistication with each sprint. If you are a stakeholder involved in these activities, this will be your experience. If you are not a stakeholder involved in these activities, your experience may be less obvious.

10. WILL THIS NEW HRMS IMPROVE THE DELIVERY OF HUMAN RESOURCE SERVICES TO HUMBER?

This new HRMS will absolutely improve the delivery of human resource services to Humber! In a single integrated solution HR will be able to provide complete workforce insights on the full employee lifecycle for every HR stakeholder; deliver cutting-edge HR functionality that will improve the speed, accuracy and comprehensiveness of HR information and services; link together hire-to-retain capabilities; deliver never before available data and analytics and real-time insights that will allow HR to be a better partner to its clients.

11. WHAT DO WE MEAN WHEN WE SAY THE TECHNOLOGY OR THE SYSTEM IS IN THE CLOUD?

It sounds complicated and mysterious, but “the cloud” refers to an application, service or resource that is made available via the internet by a provider, usually referred to as a cloud computing provider. Users of a cloud service or application use internet-based technologies to access information and data stored by the cloud computing provider instead of having it held locally on their computer hard drive or organization servers. Because of this ability to have access via the internet, user’s experience a ubiquitous access to information and data. From an HR point of view all employee records and information is kept in one single, fully accessible source; collaboration increases; data, dashboard and progressive reporting can be leveraged; and disparate systems get eliminated and replaced by a global resource.

12. WILL OUR HR RECORDS AND DATA BE SAFE AND SECURE IN THE CLOUD?

This is a question that typically generates concern for organizations and users alike. The HRMS solution that Humber has acquired and is implementing is Oracle HCM Cloud. This solution adheres to key international standards for data security and compliance; is supported by a strong vendor and viability of the Oracle brand; maintains secure data isolation so that Humber’s data is not mixed with other clients’ data; utilizes multi-layers and roles access codes; has advanced data security; and especially ensures data residency, meaning that all data will reside in Canada.

13. WILL THE HRMS CREATE MORE WORK FOR PEOPLE MANAGERS ACROSS HUMBER?

One of the fundamental requirements Humber had of the HRMS system was that it should not create more complexity but that it should be efficient, leading practice and allow more direct access by managers and employees. By definition, this will create different work and in some areas may result in more work however the additional work will be value add and we fully expect that any additional work will result in improved processes and support for those involved. Processes will certainly change as HR and users will now be executing many traditionally paper or person intensive actions on a fully integrated system and

this will require getting used to a new way of working. But ultimately, non-value adding process steps will be removed, waiting for approvals or many manual transactions to be executed will be automated and linked throughout the system further removing duplication of activities, and improved data and information will be provided to allow people managers to make more informed decisions.

14. WILL EMPLOYEES BECOME MORE SELF-SUFFICIENT RATHER THAN DEPENDING ON HR?

Employees and people managers will always have to rely on HR for delivery of core services and information. HR will always be the custodian for confidential employee data and transactions. However, employees will gain functionality and access they never had before at Humber through direct access to their employee profile data. Through a module called Employee Direct Access, employees would be able to see their profile for the first time without the assistance or intervention of any HR personnel. Personalized to roles and available through multiple online sources, employees will be able to manage everything from uploading new skills, resumes, contact details, direct deposit and banking details - to learning, benefits sign up, and more, through direct access portals. In addition, Manager's will also have their own Manager Direct Access portal which will allow them to view and manage their team by having access to employee demographics, manage time, payroll, facilitate transfers and secondments, and to customize their own dashboard to allow for instant access to employee activities that are important to them.

15. WILL MAKING THE CHANGE TO THIS NEW HRMS IMMEDIATELY AND SIGNIFICANTLY IMPROVE HR SERVICES?

Making the change to the new HRMS will improve HR's delivery and service capabilities immediately. The extent to which delivery and service improves is a factor of HR's speed of adoption, proficiency and utilization. As with any new system, there will be an immediate benefit or improvement in areas where the capability did not previously exist, but as with all new systems users ability to confidently and competently use the system may vary. As the HRMS is deployed and used, HR will become more and more sophisticated in delivery. It is important to remember that this is a new system for everyone, including HR. We need to be patient with everyone, as we work through this together.

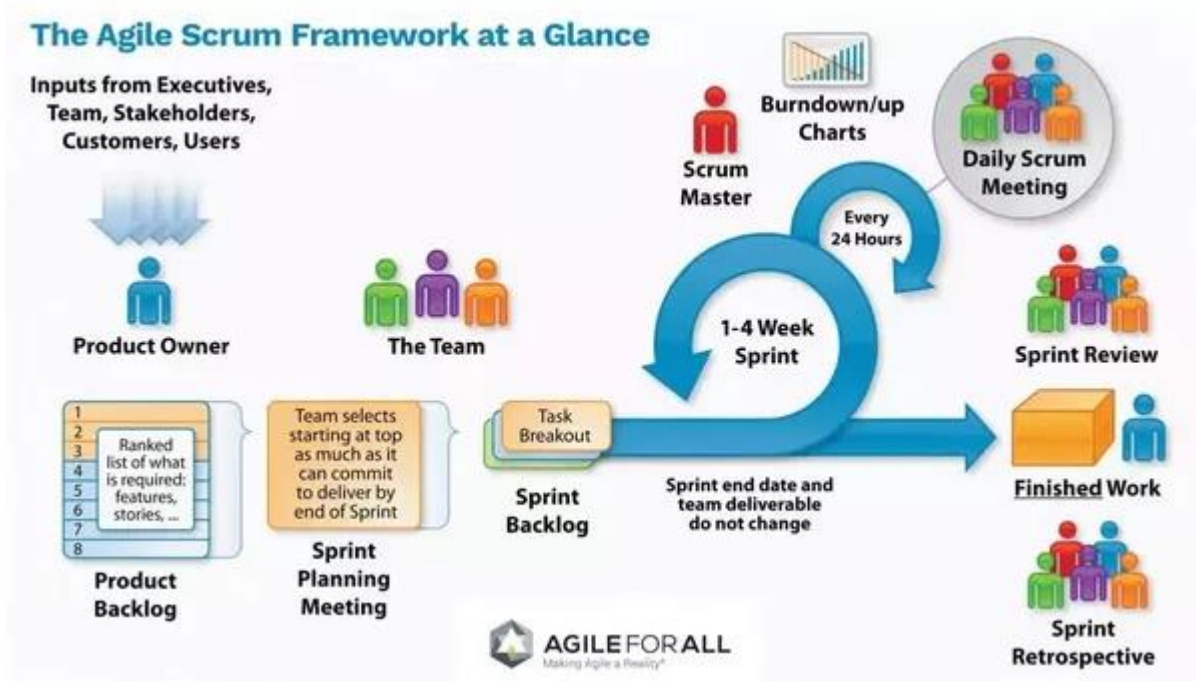
16. HOW SOON CAN WE EXPECT TO GET THE HRMS FULLY IMPLEMENTED – WHEN DOES IT “GO LIVE”?

The new HRMS “goes live” in two releases. The “go live” for Release 1, which delivers core HR modules is at the end of May 2018. The “go live” for Release 2, which delivers programmatic HR modules is at the end of September 2018.

17. WHAT IS AN AGILE PROJECT?

Agile is a project delivery methodology based on iterative development, where requirements and solutions evolve through collaboration between self-organizing cross-functional teams and business owners or subject matter experts. Although typically used in software development, the methodology has evolved to become a desired approach for many non-software projects, replacing the traditional

project management approaches, such as waterfall, for example. Generically, an agile project resembles the below design, where the activities described repeats as many times as needed to deliver.



18. WHAT GET'S DELIVERED IN THE VARIOUS STAGES OF THIS HRMS PROJECT IMPLEMENTATION?

Following the agile methodology, the HRMS is set up to deliver modules incrementally in two releases. The entire project follows the following delivery structure:



Project Startup: in this phase the project team confirms the methodology to be used; determines the backlog and plan; defines the project governance; trains the core project team; determines the procurement plan; identifies project strategies and formulates the project charter.

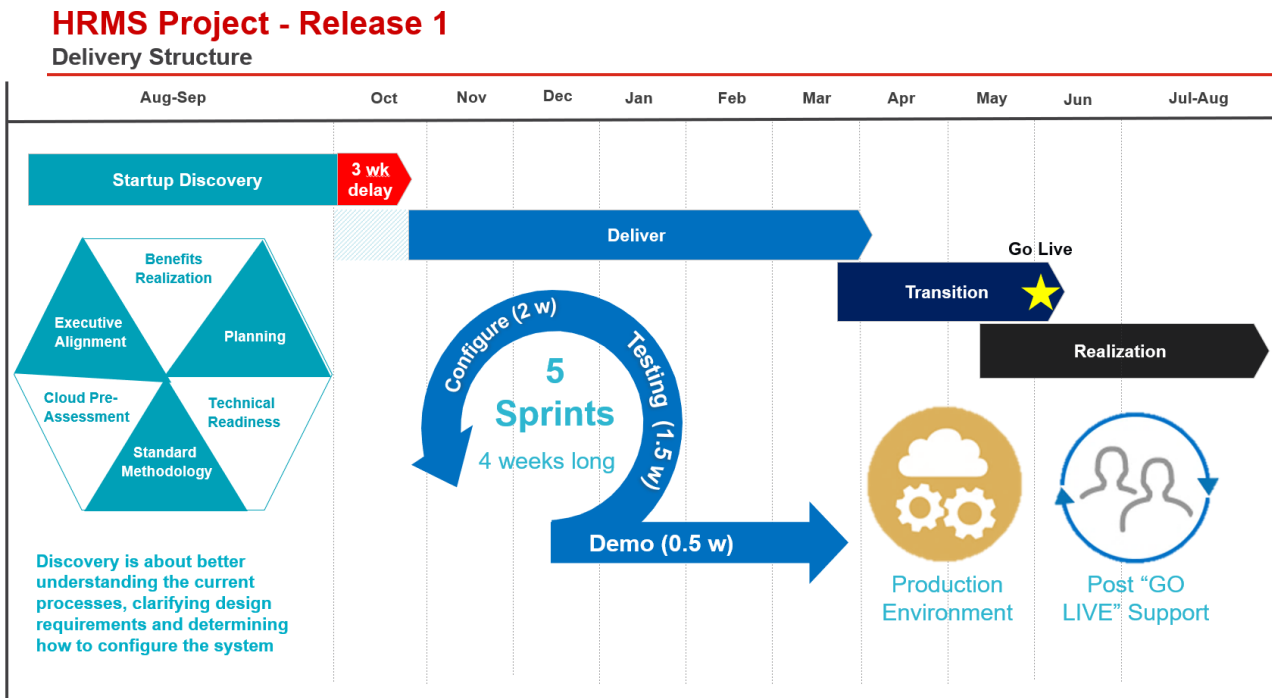
Discovery: In this phase discovery workshops occur; the baseline application and master data get configured; the data migration design and design build standards are determined and this phase concluded with some key sprint 0 outputs.

Deliver: In this phase a number of sprints occur that incrementally build the product. Sprint iteration and outputs are defined; functional tests are designed; end to end integration sprints and the final sprint is decided and a cutover plan and post go-live model and processes are defined.

Transition: In this phase the project team will complete the cutover plan; configure and validate the cutover environment; install the production ready system; build and confirm the handover and support processes; put the system into production; conduct readiness assessments; update the support model and determine the Key Performance Improvement (KPI) target plan.

Realization: In this phase the project is fully handed over. The project team is providing post go-live support; getting the acceptance certificate; closing processes and contract; updating and improving the roadmap; updating the KPI plan and conducting effectiveness analyses.

This diagram shows the HRMS delivery structure for Release 1:



Release 1 is delivered within July 2017 to August 2018, while release 2 is delivered within March 2018 to December 2018. The diagram below shows the timeframe within which each phase of the project structure gets delivered.

Release	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18
	Jul 17	Aug 17	Sept 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sept 18	Oct 18	Nov 18	Dec 18
Release 1	[Timeline bar for Release 1: Dark blue from Jul 17 to Aug 17, light blue from Aug 17 to Oct 17, green from Oct 17 to May 18, dark blue from May 18 to Jun 18, grey from Jun 18 to Dec 18]																	
Release 2	[Timeline bar for Release 2: Dark blue from Mar 18 to Apr 18, light blue from Apr 18 to Jun 18, green from Jun 18 to Aug 18, dark blue from Aug 18 to Oct 18, grey from Oct 18 to Dec 18]																	

In Release 1 the HR modules that will be delivered are:

Release 1

- Core HR (incl. Employee Direct Access (EDA)& Manager Direct Access (MDA) and Dashboards)
- Taleo Recruit & Onboarding
- Contract Administration
- Compensation
- Absence & Leaves
- Payroll & Year End
- Benefits
- Time & Labor

In Release 2 the HR modules that will be delivered are:

Release 2

- Taleo Learning
- Talent Management (Career & Succession Planning)
- Performance Management

19. WHO ARE SOME OF THE PEOPLE INVOLVED IN THIS PROJECT?

Position	Name	Phone	Email
Vice-President, Human Resources & Organizational Effectiveness (Project Sponsor)	Lori Diduch	X 5232	lori.diduch@humber.ca
Chief Information Officer (Project Co-Sponsor)	Scott Briggs	X 5459	scott.briggs@humber.ca
Director, Organizational Effectiveness & Project Transformational Lead	Dawn Bassant	X 5750	dawn.bassant@humber.ca
Project Team Lead/Solutions Delivery Lead	Laura Davis-Taylor	X 4551	laura.davis-taylor@humber.ca
Senior Project Manager (Humber)	Atif Nadeem	X 5333	atif.nadeem@humber.ca
Manager, Human Resources Management Systems and Technical Lead	Mike Joyal	X 5216	mike.joyal@humber.ca
Technical Lead	Himanshu Agrawal	X 5314	Himanshu.agrawal@humber.ca

20. WHAT PROCESS WILL BE USED TO OBTAIN FEEDBACK FROM STAKEHOLDERS ACROSS HUMBER?

Some methods that will be used to obtain feedback from stakeholders across Humber, will include: surveys, working sessions, presentations with opportunities for questions and feedback, email and meetings. As part of the change management supporting the HRMS project, Advisory Teams have been established. These Advisory Teams are made up of persons nominated from across Humber representing every division, department and school. The Advisory Teams will form part of our formal feedback circle participating in testing and demos, sharing updates with their respective areas and acting as a conduit for feedback to and from the HRMS Project Team.

21. WHO IS LOOKING AT THE LINKAGES BETWEEN THE HRMS PROJECT AND OTHER ENTERPRISE PROJECTS SUCH AS BANNER 9.

There are clear dependencies and integrations between the HRMS Project and the Banner 9 Upgrade Project. To ensure that these linkages are known, discussed and supported, all projects across Humber have a member of the ITS team on their operating committees. This assures a unified view and focus on integration.