



Industry Canada Industrie Canada

Report  
of the  
Post-Implementation Review of the  
PeopleSoft Human Resources Management System

January 1998

Canada

## TABLE OF CONTENTS

	<u>Page</u>
EXECUTIVE SUMMARY .....	i
1. INTRODUCTION .....	1
2. BACKGROUND .....	1
3. OBJECTIVE AND SCOPE .....	2
4. METHODOLOGY AND LINES OF ENQUIRY .....	3
5. REVIEW FINDINGS .....	4
5.1 Application Security .....	5
5.2 Integrity of Information .....	10
5.3 PeopleSoft Utility and User Friendliness .....	15

**Post Implementation Review of PeopleSoft / HRMS**

---

**EXECUTIVE SUMMARY**

The Human Resources Branch implemented PeopleSoft/HRMS to consolidate data from 29 legacy systems, inherited when several departments merged in 1993, to a single corporate human resource management information system. The major modules of the PeopleSoft System are used by the Human Resources (HR) community across the country. Subsequent phases of this multi-year initiative will provide more tools to existing HR users, expand the user group to the non-HR community, and provide interfaces for the sharing of data with other corporate systems.

Industry Canada was one of the first government departments to implement PeopleSoft. The implementation of PeopleSoft was conducted quickly in reaction to the needs of a department undergoing major organizational changes. The goal of the implementation team was to implement the system and then make adjustments as required. Consequently, extensive modifications were made to the system without fully knowing the long-term impact.

A PeopleSoft Operational Plan for this fiscal year has been developed. The Plan outlines the major initiatives that the PeopleSoft Support Team will be pursuing. It covers most of the key issues and concerns identified in this document but requires a supplement to the plan to include priorities, Gantt charts of activities, resource utilization requirements and funding allocations for each of the initiatives. Management is now preparing this supplement to the plan. Due to limited resources, it is suggested that the Plan focus on the key issues and concerns indicated in this report.

The original PeopleSoft Business Case estimated that a three year implementation plan containing three distinct phases would cost \$3.0M. According to the Director, Strategic Planning and Coordination, the total cost for implementation was 3.1 M: \$900K from IMC funding and the remaining \$2.2 from HRB non-salary operating budget. The Director, Strategic Planning and Coordination, also noted that the original funding estimates did not take into account the costs associated with the conversion to the Government of Canada (GOC) version of the PeopleSoft product, per diem rates for consultants almost doubling and extra system functionality requirements. To be Year 2000 compliant, an additional estimate of \$500,000 is required to upgrade to Version 7.0.

The current PeopleSoft Support Team is small in comparison to previous PeopleSoft Project Teams and to teams in other departments of similar size involved in the support of the PeopleSoft system. Turnover of several project managers and consultants has resulted in a loss of continuity regarding the achievement of long term goals. With the exception of the

## **Post Implementation Review of PeopleSoft / HRMS**

---

current project manager, who will be on leave in the spring of 1998, the project team is made up of junior staff who are in the process of being trained and who are taking on new responsibilities.

The PeopleSoft Support Team is working hard to react to the demands of users, to keep the system operational and the integrity of data intact. This is recognized by many of the users we interviewed. Several accomplishments have improved the utility of the system. There are, however, many issues that the PeopleSoft Support Team has inherited that should have been resolved earlier in the implementation phase. These are now causing user dissatisfaction with the system. Findings from our review point to five areas that management of the PeopleSoft Support Team should focus on to regain user satisfaction with the system:

- **Addressing the needs of HR Managers and Assistants** (work with HR Managers to meet their needs by increasing the availability of required data and reduce the complexity of using the system.)
- **Implementing strong security measures** (develop a coordinated, consistent approach to Security for the PeopleSoft Application.);
- **Strengthening the data integrity control framework** (develop an integrity control framework to preserve data integrity by implementing computer edits, business processes, appropriate security, tools, etc.)
- **Improving the quality of reports** (improve accuracy and relevancy of reports; reduce redundancy);
- **Stabilizing the project team** (clearly define roles and responsibilities).

## Post Implementation Review of PeopleSoft / HRMS

---

### 1. INTRODUCTION

Industry Canada has replaced its existing human resources management systems with the "PeopleSoft" product, a commercial Human Resources Management System (HRMS) that better corresponds to its current human resource management needs. This initiative was given the title of the PeopleSoft (PS) Human Resource Management System.

The Audit and Evaluation Branch of Industry Canada has recently completed an initial review of the PeopleSoft initiative.

### 2. BACKGROUND

The Treasury Board Secretariat (TBS) developed a strategy for an integrated approach to improving the delivery of government services while significantly reducing associated costs. Part of this strategy is to have clusters of departments share integrated application systems to reduce development, maintenance and operating costs. TBS, on behalf of the Government of Canada, signed a government-wide contract with PeopleSoft Incorporated in September 1994 for the purchase of PeopleSoft HRMS licenses. TBS requested participating departments to sign a MOU to commit to the PeopleSoft product. Under this process, 17 government departments and agencies "clustered" around one integrated application and so share the costs and benefits with each other. Industry Canada is a member of the Cluster Group.

Industry Canada implemented the PeopleSoft (PS) Human Resource System on April 1, 1995. This version was in line with the Government of Canada strategy for PeopleSoft HRMS which would be available in April 1995; in fact, the GOC version was delayed until September 1995. The following modules and interfaces were implemented:

- Personnel Administration;
- Position Management;
- Leave;
- Employment Equity;
- Official Languages;
- Labour Relations;
- Interfaces with the Treasury Board Position Classification Information System (PCIS); and,
- Interfaces with the Public Service Commission Systems: Record of Staffing Transaction (ROST) and Second Language Evaluation (SLE).

## Post Implementation Review of PeopleSoft / HRMS

The PeopleSoft HRMS was upgraded to the Government of Canada version 5.0 in the fall 1996. Operations of the IC PeopleSoft/HRMS version 4 ceased in the fall of 1996.

Approximately 200 employees have access to the PeopleSoft (PS) HRMS. Users are located mainly in the NCR and in the Halifax, Montréal, Toronto, Winnipeg and Vancouver regional offices. The expected 1,000 user target number for the fiscal year ending March 31, 1997 did not materialize. The Department has approximately 4,700 employees.

### 3. OBJECTIVE AND SCOPE

#### Objective

The directive of this review was to perform a post-implementation review of the PeopleSoft Human Resources Information Management System to assess whether the system's objectives are being achieved.

#### Scope

The post-implementation review included the operations of the PeopleSoft Human Resource system in the National Capital Region only. The review was limited to an examination of the key modules:

- Personnel Administration;
- Position Management; and,
- Leave.

The review and analysis of these modules provided an in-depth examination of the following lines of enquiry: application security, integrity of information and PeopleSoft Utility and Friendliness. These lines of enquiry are described in detail in the next section.

## 4. METHODOLOGY AND LINES OF INQUIRY

### Methodology

The review complied with the Standards for Internal Audit in the Government of Canada and the Industry Canada methodology for internal audit.

During the course of the review a shared approach was adopted. The Review Team discussed the review plan, list of interviewees, questionnaires, checklists, and other data collection mechanisms used in the execution of the review work with the Director, Strategic Planning and Coordination as well as the PeopleSoft Manager. These Managers were debriefed on issues and concerns throughout the review.

### Lines of Enquiry

#### *Application Security*

Application Security relates to the controls in the information technology environment designed to safeguard the application and its data. Security issues reviewed included confidentiality, integrity and availability of data.

The PeopleSoft/HRMS Security Sub-Committee's Generic Threat and Risk Assessment document dated February 5, 1996 was used as a guideline to review security issues. In order to complete the assessment of the Application Security, security practices of users were observed, and selected procedures were tested. Interviews were conducted with the PeopleSoft Manager, PeopleSoft Security Administrator, IT Security Coordinator, LAN Manager and selected PeopleSoft users.

#### *Integrity of Information*

An assessment of information integrity was carried out on the Administer Canadian Personnel, Position Management, and Leave modules. Three aspects of testing were included in the review of data integrity, as follows:

- accuracy, completeness and timeliness of data;
- appropriate system processing and handling of information from screens to screens, and modules to modules; and
- data validation with source documents.

## **Post Implementation Review of PeopleSoft / HRMS**

---

Several automated and manual tests were conducted on data, and practices of users were also reviewed.

### ***PeopleSoft Utility and User Friendliness***

In this line of enquiry an assessment was made as to the effectiveness and user friendliness of the system. To meet this objective, the review team evaluated the "user group" project and the training options project. Both of these project profiles were provided by the Manager, Planning & Coordination, Human Resources Branch.

Interviews were conducted with the Manager, Planning & Coordination, members of the "user group" and training options projects, the PeopleSoft Manager, key technical team members and PeopleSoft users.

## **5. REVIEW FINDINGS**

Throughout the course of this review, the Audit and Evaluation Branch maintained a close working relationship with members of the PeopleSoft Support Team and provided them with feedback on the issues and concerns relating to this initiative. Response to the review findings and recommendations have been positive.

It should be noted that several of the recommendations are being addressed as part of the PeopleSoft Operational Plan 1997-98. The PeopleSoft Support Team is currently working on some of the suggestions proposed by the review team and others are scheduled to be worked on in the new fiscal year.

The remainder of this report contains findings and suggestions for improvement relative to the three lines of enquiry: application security, integrity of information, and PeopleSoft utility and user friendliness. It also provides a recommendation regarding the project team.

### ***Stabilizing the Project Team***

The current PeopleSoft Team is spread thinly for the required tasks to support the PeopleSoft system. It is important that the team can meet prioritized operational demands. Consideration should be given to obtaining more deliverables from other PeopleSoft cluster group departments and engage only in initiatives that will increase user acceptance and address immediate needs. HR staff should be aware of the full process of a transaction to develop



## Post Implementation Review of PeopleSoft / HRMS

---

a greater understanding of how their work affects others. The amount of time being spent on various PeopleSoft support activities could be recorded to help in future planning.

### *Recommendation*

To ensure that resources on the PeopleSoft team are efficiently used, it is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) clearly define and document roles and responsibilities of team members as outlined in the 1997-1998 Operational plan.

## Management Response

The Director General, Human Resources Branch (Director, Strategic Planning and Coordination) agree with this recommendation. Roles and responsibilities for team members will be published March 31, 1998 as outlined in the 1997-98 Operational Plan. Industry Canada is committed to the objective of the shared system philosophy: the sharing of best practices and efficiencies with other departments. There is a critical mass of users who provide support network for one another through a tremendous amount of sharing of information, support, ideas and solutions to problems

## 5.1 Application Security

The focus of PeopleSoft application security is to protect the confidentiality, integrity and availability of information held in the PeopleSoft System. This protection can be achieved by a planned approach/strategy and sound application security administration procedures. Additionally, all HR personnel should understand the importance of security in general.

An assumption made in the Government of Canada (GOC) PeopleSoft Generic Threat and Risk Assessment, prepared by the PeopleSoft security sub-committee in conjunction with the RCMP, indicated that the security designation of data that will be captured / processed by a typical Human Resources System should be viewed as Protected-B (particularly sensitive). However, some information such as, Work Force Adjustment (WFA), Employment Equity, Disciplinary Actions, and Performance appraisals is considered by some HR managers to be more sensitive, and to require special handling.

The review team has identified three areas of PeopleSoft application security which need refinement: roles and responsibilities, security practices of PeopleSoft users, and administration of PeopleSoft security.

## **Post Implementation Review of PeopleSoft / HRMS**

---

### ***Roles and Responsibilities***

A member of the PeopleSoft Support Team has been assigned the responsibility for the administration of security for the PeopleSoft system. This individual has been provided with informal guidelines. The responsibility for PeopleSoft security does not solely reside with the PeopleSoft security Administrator. Rather, it is shared between areas such as the PeopleSoft Support Team, HR Work Units and LAN Administration groups. The results of our assessment in this area indicated that the level of understanding relating to roles and responsibilities pertaining to PeopleSoft security amongst these groups is unclear in terms of documentation, assignment and communication. The absence of clarity is resulting in accountability problems and poor security practices.

### ***Security Practices of PeopleSoft Users***

Basic security measures are in place to restrict the unauthorized access to PeopleSoft data such as system log-on passwords and user data access profiles. Unfortunately, the basic security measures in place are compromised to some extent by poor security practices of some users. For example:

- some PeopleSoft users are sharing their passwords amongst others within their work group and the Help Desk;
- several users have not changed their PeopleSoft password and are still using a commonly known default password that was originally assigned by the PeopleSoft Security Administrator;
- users leave their workstations (i.e. located in open concept offices) unattended while logged on to the PeopleSoft system;
- most users have access to Crystal Reporting which allows them access to all of the data: security privileges have not been established;
- the use of a password protected screen saver is not a common practice amongst PeopleSoft Users; and,
- two employees from the Canadian Labour Relations Board (CLRB) have been provided with access to the PeopleSoft Database.

## Post Implementation Review of PeopleSoft / HRMS

---

If unchecked, the above practices expose HR data to unauthorized access or modification. Security measures which involve user awareness and the activation of PeopleSoft security controls can reduce risks in this area.

### *Administration of PeopleSoft Security*

Effective PeopleSoft security administration is dependent on a sound strategy for security, effective procedures, user awareness and a compliance structure. It is the responsibility of Senior HR managers to ensure that this framework is operating effectively in order to protect the integrity, confidentiality and availability of HR data.

The PeopleSoft Security Administrator has been working diligently to improve the control framework needed to secure PeopleSoft resources and data. This was evident by the work that is currently in progress to reconstruct the PeopleSoft Security Tree.

Many of the activities carried out by the Security Administrator are more reactionary in nature. There is no overall security strategy / plan in place to provide a proactive focus on security activities, and to consolidate other areas of security that need to be addressed.

In addition to the security work currently in progress, the review team believes there is further work required as follows:

- **Procedures** - Informal procedures are in place for requesting new accounts, passwords and department identification changes. However, there is a need to formalize such procedures. For example at the present time users can request a change to their security profiles without formal authorization.
- **User Awareness** - Topics relating to PeopleSoft security are not addressed in user training or procedures manuals. The absence of a security awareness program is apparent in view of the practices performed by some PeopleSoft users and PeopleSoft Support Team members.
- **Operator Classes** - The number of Operator Security Classes has been reduced to approximately 71. However, some departments are able to manage security with as few as 24 Operator Classes. The PeopleSoft Security Administrator has indicated that the large number of classes is difficult to manage.
- **Assessment of Exposures** - The PeopleSoft/HRMS Cluster Group Security Sub-Committee and the Threat & Risk Assessment Working Group developed a Generic

## **Post Implementation Review of PeopleSoft / HRMS**

Threat and Risk Assessment in February 1996. Nine high risks were identified. To date, Industry Canada has not developed an action plan to address these risks.

- **Tools needed to Monitor Activities** - Tools needed to monitor PeopleSoft security have been deactivated (i.e. the PeopleSoft automated auditing function) or are not functioning adequately (i.e. PeopleSoft report for reviewing user access privileges and, the PeopleSoft automated row level security programs have been deactivated.).

Changes in security will have a profound effect on the HR community. As such, changes should have the support and input of personnel who will be affected by the process or who are needed to implement a suitable security framework. Consequently, the involvement of representatives from the HR management community will be required to discuss security issues and to harmonize an approach to PeopleSoft security.

## **Recommendations**

### **Roles and Responsibilities**

It is recommended that the Director General, Human Resources Branch ( Director, Strategic Planning and Coordination) ensure that security roles and responsibilities of individuals involved in the use and support of the PeopleSoft system are clearly defined and documented.

### **Security Practices of PeopleSoft users**

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) ensure the following actions are taken:

- activate the PeopleSoft application row level security;
- activate the PeopleSoft application timeout function which automatically logs the user out of the application if there has not been any activity;
- limit Crystal Reporting to Super Users until such time as the query trees have been reconstructed and user access profiles verified and the row level security is implemented;
- encourage Users in open concept offices to use password protected screen savers;
- encourage PeopleSoft Support Team members to obtain authorization before making ad-hoc changes to the system and data (these changes should be recorded in a log for future reference);.
- restrict dial in access to the PeopleSoft system until such time that user authentication techniques have been implemented;

## Post Implementation Review of PeopleSoft / HRMS

---

- work quickly to limit access to the Canadian Labor Relations Board (CLRB) user accounts to CLRB data only (potential privacy issue).
- restrict correction mode to the Help Desk and Super Users (a log of corrections made to data should be retained for future reference);
- review the feasibility of implementing row level security for specific panels;
- invoke periodic user password changes; and
- streamline the operator class privileges.

### Administration of PeopleSoft Security

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) ensure the following actions are taken:

- form a PeopleSoft Security Working Group made up of representatives from the HR users and the departmental Informatics Security Coordinator;
- develop a Security Strategy / Plan that address short, medium and long term security issues;
- prepare a Statement of Sensitivity and have it signed by appropriate level of HR management;
- prepare a response to the Generic GOC PeopleSoft TRA;
- formalize procedures for requesting new accounts, modifications to user access privileges and department identification codes;
- re-evaluate security profiles for all users;
- incorporate a security awareness module into future PeopleSoft Training Sessions;
- reduce the number of operator class (the PeopleSoft Security Administrator should visit other departments that have implemented security using few operator classes);
- reactivate PeopleSoft and Oracle monitoring and logging tools (at a minimum, PeopleSoft row level auditing should be invoked with incidence reports produced for HR management review);
- suggest to the Cluster Group that a security sub-committee be established; and,
- ensure that PeopleSoft users sign a statement of acknowledgment regarding awareness and acceptance of their responsibilities pertaining to PeopleSoft Security.

## Management Response

The Director General, Human Resources Branch (Director, Strategic Planning and Coordination) fully agree with the audit recommendations. As noted, several of the recommendations are being addressed as part of the 97-98 PeopleSoft Operational Plan.

System security was identified as a priority in 97-98. The "*Departmental Structure and Row Level Security*" project will be completed by the end of February; application, data and reporting system security will be completed by end of the fiscal year (The CLRB issue will be dealt with under the realm of these initiatives). Other items such as timeout function, password protect screens savers, periodic user password changes, user authentication, opening of new accounts, modifications to user access privileges will be addressed early in 98-99. Correction mode is currently restricted to the Help Desk with the exception of one person in CIPO and CRC; these exceptions will be reviewed in 98-99.

A PeopleSoft Security Working Group will be created as recommended with the ITS Coordinator and the Director Strategic Planning and Coordination as Co-chairs. The mandate of this group will be to develop a Security Strategy/Plan to address all of the recommendations presented in the audit report.

## 5.2 Integrity of Information

Data has integrity if it is accurate, consistent, authorized, complete and processed promptly and according to specifications. Data integrity is achieved through a comprehensive data integrity control framework of manual and automated measures which are established to prevent, detect, or correct errors from occurring during data capture and processing.

The PeopleSoft System has a basic data integrity input control framework in place which consists of the following features:

- edit and validation routines that are typically applied at the time when data are entered into the computer by the user;
- automated self-help features;
- pre-set screen formats;
- menu systems;
- features whereby the user is immediately prompted to correct data containing errors or data not entered properly; and,
- user guides that describe input procedures.

## Post Implementation Review of PeopleSoft / HRMS

---

The PeopleSoft Support Team completed an extensive review and bulk clean-up of PeopleSoft data in May 1997. Users found this exercise valuable and believe it should be conducted periodically.

In a well controlled environment, PeopleSoft should contain up-to-date and accurate information. However, PeopleSoft's capacity to deliver on this expectation is hampered to a large degree by the current business practices and system accessibility. A walk-through, selective testing, and interviews were conducted to determine accuracy, completeness and timeliness of data processed by the PeopleSoft System. The review found areas that are impacting on the integrity of data in the PeopleSoft System. These areas are highlighted below:

- **Authenticity of Input** - At the most fundamental level, data integrity involves being able to trace the last person who modified the data. PeopleSoft data is collected and shared amongst several users during the course of processing an HR transaction. There is very little control over who can modify data being entered into the system. There are PeopleSoft system features available that could be used to track system modifications but they are not activated or being used.
- **Conversion of Information from Legacy Systems** - According to users and members of the PeopleSoft Support Team interviewed, the chief sources for data integrity problems stem from:
  - data from legacy systems that was not adequately cleaned up before being converted to the PeopleSoft System;
  - conversion procedures and structures not being adhered to;
  - the removal of PeopleSoft input edits to permit uninterrupted conversion of data; and,
  - dependency on other HR work groups entering information correctly.
- **Duplicate Data Entry** - Some work groups are required to capture similar HR information in up to three different locations (i.e two automated systems and a source document). Many others have parallel and/or auxiliary systems. The PeopleSoft System tends to be the last location where information is updated.
- **PeopleSoft Computer Edits** - The results from field edit tests revealed that the tolerance levels need to be established for specific fields. We found an example where an individual salary was \$1.6 Million. In addition, erroneous data could be entered and there was no evidence of cross referencing between related fields.

**Post Implementation Review of PeopleSoft / HRMS**

---

- **Incomplete Data Fields** - Results from field completeness tests indicated that there are several fields that are not being populated by users and that some panel and module linkages may not be functioning properly. Further, there is a lack of consistency in entering data. If the field is not mandatory, some users will not enter data even if it is available to them.
- **Timeliness of Input** - A total of 73% of HR Officers and Assistants interviewed indicated that there is no official requirement to have information captured into PeopleSoft within a specific time frame.
- **Verification of Data** - According to users interviewed, there are no formally recognized guidelines for verifying PeopleSoft data.
- **Quality of Reports** - The lack of accuracy and consistency in reports is a major cause for the lack of confidence in the PeopleSoft system. Reports have been a great source of frustration and embarrassment to HR staff. This lack of confidence in the accuracy of reports results in some users retaining duplicate information, performing extensive quality control and examining alternative measures of automation.

The data integrity control framework currently in place for the PeopleSoft system does not provide sufficient assurance in preventing the manual entry of erroneous or inappropriate data.

A considerable amount of effort was expended by HR Users and the PeopleSoft Support Team in the bulk clean up of PeopleSoft data. It is now important that a data integrity control framework be established to ensure that data integrity is preserved. HR Managers should be consulted when developing the data integrity control framework. This will help them to accept ownership of the data under their areas of responsibility and undertake periodic checks of data for accuracy and completeness.

The maintaining of data quality is the responsibility of both the owner of the data and the work group responsible for supporting the system. The owner of the data must have procedures/standards in place for capturing, correcting and verifying information. This is a key to success in this area.



## Recommendations

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) implement the following measures in order to improve data integrity in the PeopleSoft System:

- develop, in consultation with the Business Analyst, HR Managers and Assistants, a data integrity control framework. This control framework would include:
- a review, in conjunction with HR Management, of those fields that are consistently missing information to determine if they can be deleted;
- an assessment of the effectiveness of edit and validation checks (i.e. add field tolerance levels where applicable);
- assistance to HR managers in the implementation of new process flows to keep information accurate, and to provide them with reporting tools to monitor modifications to critical data;
- help to HR Managers to develop standards for the verification of data;
- use of the HR User Groups to obtain best practices;
- assistance to HR Managers in developing a time line for when information should be captured in the PeopleSoft system by the various work groups involved in the processing of an HR Transaction;
- users complete a standard questionnaire outlining their requirements for an Ad-Hoc report and priority ratings. A production schedule should be established and the management of the PeopleSoft Support Team should monitor the process; and
- a review of all PeopleSoft reports to determine how to improve accuracy and relevancy of reports, and to reduce the redundancy of reports.

## Management Response

The Director General, Human Resources Branch (Director, Strategic Planning and Coordination) accept the recommendations as presented.

Data purification initiatives outlined in the PeopleSoft Operational Plan were targeted to address data integrity initiatives as were a number of other stabilization initiatives (ie: edits and validations) completed in 97-98. The recently hired Business Analyst will be working with HR managers and the HR Users Group to implement more efficient and timely business practices and process flows (*best practices*) and to encourage the elimination of parallel and/or auxiliary systems.

Through a process review exercise, we will develop a clear description of the roles and responsibilities of all parties in the management of HR information.

We have already seen a significant return on investment with respect to our data clean up initiatives and our focus on training; these initiatives will continue and will make us ready for the implementation of the Pay Interface in 98-99. Emphasis will be placed on management accountability for the development of a data integrity framework.

PeopleSoft system features to track system modifications are not user friendly and are a major cause of poor system performance. PeopleSoft Inc. does not recommend the use of this audit function on a daily basis. Version 7 has improved this tracking mechanism by adding a field to the record.

With the implementation of GOC Version 7 in 98-99, the requirement for ad-hoc reports will be significantly reduced; this implementation will also enable the sharing of standard reports with other government departments. Existing standard reports are currently being reviewed: the objective - streamline and stabilize. HR users will have a direct and friendly access to reports.

### 5.3 PeopleSoft Utility and User Friendliness

One of the major purposes of a computer application system is to provide information and support for management decision making at all levels to assist in the accomplishment of an organization's goals and objectives. Management and operating staff are considered major users of the information produced by the computer system. If the organization's information goals and objectives are not achieved, it can be an indication that either an application does not fit the needs of users, or that the users are not educated on the benefits of, or how to use the system. Therefore, overall satisfaction, credibility of processing operations and training of staff is critical to the overall success of a system.

The PeopleSoft system has been in operation for approximately three years. The past couple of years have been challenging for all those involved with the PeopleSoft system (ie. PeopleSoft Support Team and users). In the view of most users and PeopleSoft support staff the problems that exist with the PeopleSoft system are mostly due to: data from legacy systems not being adequately cleaned-up before being converted to the PeopleSoft System, system edits removed during the data conversion process, and a lack of focused training for managers and officers.

The PeopleSoft system is being used by and provides a service to, personnel in the HR Community. Efforts are being made to improve the utility of the system. This was apparent from system maintenance initiatives that have been implemented or are currently in progress. Examples of such initiatives are noted below:

- Production of error reports and interfaces with clients to assist in the completion of data;
- Development of a leave year end process;
- Stabilization of the "Oracle" database environment;
- Conference Call Training Sessions;
- Lotus Notes step-by-step documentation for user;
- Change Management tools using Lotus Notes; and,
- Automation of central agency interfaces for PSC and TBS.

To obtain a better perspective on the effectiveness of the PeopleSoft system in supporting service delivery to the HR community, the review team conducted a User Satisfaction Survey. A sample of 27 users from amongst HR management, HR Officers and Assistants were interviewed. They were requested to respond to a questionnaire that focused on user involvement, communication mechanisms and tools, PeopleSoft Training, PeopleSoft Help Desk, Documentation and Satisfaction with the PeopleSoft System.

## **Post Implementation Review of PeopleSoft / HRMS**

---

A summary of findings and suggestions for improvement are presented below by survey category. This information was extracted from a detailed debriefing document which was provided to the PeopleSoft Support Team.

### ***User Involvement***

An essential element to ensuring that a system will meet the needs of its users is the process of getting users to take responsibility for the system. This is achieved through the involvement of users in all facets of a system's life cycle.

The involvement of HR managers has not been consistent throughout the evolution of the PeopleSoft/HRMS initiative. HR Manager involvement was substantial in the earlier stages of the PeopleSoft/HRMS initiative in 1995 and tapered off for approximately one year. There has been a resurgence in manager involvement in the past year. According to some HR managers interviewed, the gap in HR Manager involvement in the PeopleSoft initiative was attributed to the various management styles of the PeopleSoft Project Managers. This gap in involving HR managers is attributed to many of the problems that are now impacting on the PeopleSoft initiative. For the most part, HR Assistants have been much more involved with the PeopleSoft initiative.

Management of the PeopleSoft Support initiative is aware of the importance of maintaining user involvement. This is evident by the restructuring of the HR User Group to ensure that a variety of users from different HR operational backgrounds are involved. The PeopleSoft Support Team has provided the vehicle for the HR Community to participate in the PeopleSoft initiative. However, according to our sources HR Managers have been slow to respond.

PeopleSoft is a multi year initiative and it is important that there is consistent user involvement and commitment.

### ***Communication Mechanisms and Tools***

The PeopleSoft Support Team has made a good effort to communicate information on the initiative. The major mechanism used for the distribution of information is E-Mail. The newly structured HR User Groups should also be a good forum for receiving and distributing information pertaining to PeopleSoft.

Although E-Mail is a good method for distributing information, it should not be the only source for providing information to the HR users community. Several HR managers

## Post Implementation Review of PeopleSoft / HRMS

---

indicated that they do not read PeopleSoft E-Mails and that most of the information seems to be directed to specific user groups. HR managers want more specific information on issues that affect their respective areas, as well as the future direction of the PeopleSoft initiative.

### *PeopleSoft Training*

There is a lack of understanding by HR Managers and Officers regarding the potential of the PeopleSoft Tool. This group maintains the belief that the PeopleSoft system is more a data capture tool for HR Assistants. Consequently, this has led to a poor buy-in and a lack of interest in using the system. A significant period of time has elapsed since HR Managers and Officers received formal PeopleSoft training. Several members from this group have not been active users of the PeopleSoft System. Thus they have not retained much of what was learned from initial training and may now require retraining.

A total of 58% of HR Managers interviewed indicated that HR Officers were not sufficiently trained, and need training focused on what the system can do from an operations management perspective, as well as on system linkages, how to query the database, how to develop ad hoc reports and how to monitor data integrity.

The majority of the HR Assistants interviewed indicated that they have had sufficient PeopleSoft Training. While 45% indicated that they needed refresher training or additional training in PS Query, Crystal report writing, system capabilities from an operational perspective, and system linkages.

The majority of PeopleSoft users interviewed received either a basic data capture training course or a PeopleSoft orientation session. The PeopleSoft Support Team is in the process of implementing a new training strategy which will provide a continuous learning environment for HR PeopleSoft users. Mini training sessions conducted via conference call have been offered. Most of the staff who participated in these sessions found them useful for learning a single concept or procedure.

In sum, most of the training offered to HR Managers and Officers has been more basic data capture training. This has resulted in the belief that the system is more a data capture tool for HR Assistants.

## **Post Implementation Review of PeopleSoft / HRMS**

---

### ***PeopleSoft Help Desk***

The majority of the PeopleSoft users interviewed indicated that the PeopleSoft Help Desk is providing a good service to users. It is preferable, however, when a user calls the Help Desk that he/she actually talks with someone directly. It is frustrating for a user to leave a message with an answering machine not knowing when their call will be returned. There are currently two people assigned to the Help Desk. Both of these individuals is also involved in the administration of conference call training, maintenance of user manuals and guides, testing of enhancements and monitoring of data quality.

### ***Documentation***

Most users received training manuals or guides. HR managers expressed a need for a compact guide for managers which highlights important features of the PeopleSoft System. The PeopleSoft Support Team have placed all user documentation on Lotus Notes. Some users indicated that they experienced system malfunctions when using Lotus Notes and PeopleSoft concurrently. Apparently, Lotus Notes has to be shut down before activating PeopleSoft. The PeopleSoft Support Team is aware of this problem and is looking into alternative software for retrieving documentation.

### ***Satisfaction with the PeopleSoft System***

Most HR Managers do not have a favourable impression of the PeopleSoft system. They find it difficult to access data. As well they find that terminology is confusing, the system is more complex than is necessary, and it seems to be designed for the needs of Assistants. The HR managers interviewed believe that the PeopleSoft system has potential and will eventually be able to meet the needs of the HR Users Community. However, there are issues that need to be resolved to improve usefulness, and to gain the acceptance of PeopleSoft by HR Managers. These issues include:

- providing manager views of on-line information;
- conducting debrief sessions for Managers and Officers to help them gain a better understanding of the system's capabilities,
- improving security over information;
- ensuring more accountability of work units over their data;
- conducting better System Edits and linkages;
- producing reliable Reports; and
- providing formal Training directed at the needs of the HR Manager and Officer Level.

## Post Implementation Review of PeopleSoft / HRMS

---

HR Assistants tend to be receptive to the use of the PeopleSoft system. HR Officers look upon the system less favourably and prefer to rely on alternative, often less efficient, means to get their work done.

HR Officers and Assistants collectively have identified several areas which need to be addressed to improve the effectiveness of the PeopleSoft System. Many of the suggestions made are reasonable and should have been resolved shortly after implementation of the product. Summary of future expectations for the PeopleSoft System are itemized below:

- quality reports;
- better process for requesting ad hoc reports;
- better turnaround time for ad hoc reports;
- pay Interface (to reduce duplicate data entry);
- better process for printing reports;
- tracking capabilities for on-going staffing actions;
- better search capabilities;
- better understanding of PeopleSoft capabilities;
- formal PE Training;
- stable system;
- super Users for key work groups; and,
- standard for data capture.

Deficiencies in the performance and functionality of the PeopleSoft System need to be addressed to maintain the continued acceptance of the PeopleSoft system by those that are currently using the system. The responsibility for resolving problems does not solely rest with the PeopleSoft Support Team. It will require commitment and support of the HR User Community in the form of resources and time.

## Recommendations:

### *User Involvement*

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) ensure that the following actions are taken:

- clearly identify and document user requirements over the next couple of years; requirements should be prioritized and periodically reported through the various HR Committees;
- obtain an accurate picture of HR Manager requirements, meet with as many of the HR Managers as possible in a work group session (HR Managers from other departments that have implemented PeopleSoft could be invited to attend this session; a similar approach could be pursued for Officers and Assistants with more emphasis placed on resolving problems relating to HR transaction streams or processes); and
- meet separately with individual HR Sectors as alternative to using working groups to identify issues and requirements (A criteria that could be used for prioritizing HR Sectors for review would be to select those HR Sectors that have already accepted and are using the PeopleSoft system; the benefits of this approach would be continued system buy-in, acquire knowledge of good practices and success factors that can be used to develop a model for use in subsequent HR Sector reviews).

### *Communications*

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) consider using other communications methods and direct them to specific audiences. For example:

- distribute minutes/issues document from HR User Group meetings;
- develop a PeopleSoft quarterly newsletter and distribute it by E-Mail;
- distribute status reports to key HR Managers;
- debrief specific user groups via conference calls or on-site meetings;
- broadcast messages within the PeopleSoft system; and,
- classify E-Mail groups by functionality.



## Post Implementation Review of PeopleSoft / HRMS

---

### *Training*

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) evaluate the training strategy for HR Managers and Officers. A structured approach should be followed in obtaining this information for example:

- seek and/or develop management benefits of PS as a basis for the material used in training managers;
- perform a training needs analysis for HR Managers;
- review existing materials;
- identify training objectives, skill gap and training needs;
- recommend training strategy; and,
- obtain agreement.
- 

Secondly, consider requiring that new users have prerequisite PeopleSoft Training before issuing them a PeopleSoft user account.

### *Help Desk*

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) ensure the following actions are taken:

- investigate a voice routing system to notify the user of ways to contact the Help Desk. For example, remain on the line to place them in a queuing system, leave a voice mail, send an E-Mail, etc.; and
- consider establishing time standards for responding to a user call, and, reactivating the use of the problem logging system for the purpose of prioritizing and maintaining a history of calls.

### *Documentation*

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) ensure the following actions are taken:

- review existing documentation from the perspective of providing HR Managers with documentation that fits their needs.

## Post Implementation Review of PeopleSoft / HRMS

- encourage HR Managers to use PeopleSoft documentation that is available via Lotus Notes when this special documentation is made available.

### *Satisfaction level*

It is recommended that the Director General, Human Resources Branch (Director, Strategic Planning and Coordination) coordinates an initiative to identify: the high priority needs/problems of the PeopleSoft Users that can be addressed over the short term; resources that should be assigned; and, a strategy to fast track implementation of solutions.

## Management Response

The Director General, Human Resources Branch (Director, Strategic Planning and Coordination) agrees generally with the recommendations.

GOC Version 7 will be the commercial version with GOC legislative requirements only. When Industry Canada upgrades to this version in 98-99, existing departmental customization will not be ported; customization to align with current work processes or specific user requirements will not be entertained. The Business Analyst, with the full support of HRB Management, will be focusing on business process re-engineering so that HR users can take full advantage of *international best practices* contained in the application. This initiative will involve collaboration with other government departments that have undergone this process and will, by its nature, also involve HR users at all levels: managers, officers and assistants. User requirements that do not involve customization will of course be addressed.

The introduction of three HR Users Groups in 97-98 was designed to provide a forum to effectively respond to the distinct needs of HR Advisors, HR Assistants and HR Pay Specialists. HR Managers have been encouraged to participate in the HR Advisors Users Group since its key mandate is to increase awareness of PeopleSoft/HRMS 'best practices' and functionality and to promote input to development, implementation and maintenance plans. Involvement and ownership at the intermediate management level has been a challenge; continuing efforts in 98-99 should lead to greater successes.

The PeopleSoft Operational Plan outlined an internal (HRB) communication approach to be launched in 97-98; many initiatives have already implemented and the work continues. The Director Strategic Planning and Coordination, in partnership with Communications

**Post Implementation Review of PeopleSoft / HRMS**

---

Branch, is preparing an external (IC) "marketing/communication" strategy to be launched in 98-99.

Training objectives, requirements and delivery methods will be re-assessed in 98/99; we will capitalize on our current successes and modify to address weaknesses and opportunities. We will also ensure that clients are aware that PeopleSoft training does not include "functional training"; this element will have to be addressed through appropriate training courses. Generic GOC training guides and material will, to a large extent, be used in order to benefit from the collective knowledge of the shared initiative, ensure consistency within the GOC and, eliminate duplication.

GOC Version 7 will provide us with Folio Views technology thereby enabling us to integrate all documentation within PeopleSoft which greatly facilitates access for users; documentation contained in Lotus Notes will be removed. GOC documentation will be utilized to meet the needs of all users.

LKC

JL 103 .15 C29 1998 c.2

Canada. Industry Canada. Audit and  
Evaluation Branch

Report of the post-implementation review  
of the PeopleSoft human resources

INDUSTRY CANADA/INDUSTRIE CANADA



177493