



Vaco Success Story

Challenge

A long-term client was going through a major HR system change that had to be completed in parallel with a HRIS system implementation, in under three months, impacting over 50,000 people. The cost of a single day delay was several million dollars. Visibility and urgency of the project allowed no room for error.

Solution

Trust between Vaco and the client, between the lead consultant on the ground and the project team, played an important role in the end result. This trust allowed Vaco to lead the project team, step by step, through the entire project, leveraging simple, light-weight tools and techniques.

The first step was to clearly define the goal that would later be used as the 'northern star'. Then we drew the current state HR operational processes identified various system integrations and mapped out user experience. Process changes driven by the new system were identified along with various pain points that needed to be addressed. All of these changes were documented and fed the detailed configuration requirements. Next, these requirements became actions, along with other necessary project tasks, such as training and communications.

In order to see the full picture in a way that is easy to consume and understand the status of the project a Project Roadmap was built, layering all identified work buckets over a Sprint Schedule. These buckets were then connected where dependencies existed and moved to an appropriate Sprint. Finally, each bucket got sized, teams got identified and a Critical Chain was defined, giving clear project priority. The roadmap continued throughout the entire project as a single source of truth. It was used for project management and communication with all stakeholders.

Results

The project finished on time and the financial risk was eliminated. A new system was implemented, providing expected service and savings. HR function got its needed operational improvements, allowing it to focus on further transformation. Less than 0.5% of the 50,000 people were impacted, allowing the team to work the requests and issues during the planned hypercare period.

We have a proven approach to create secure, high-performing and sustainable solutions across technology, integrated risk management and business processes, even with the most "at risk" projects or conditions.