Mission

The finance and human resources system modernization project is a complete transformation of the core financial and human resource processes employed by the University. At the conclusion of this project, the campus community will utilize a modern system that enables improved productivity, increased efficiency, and timely information by streamlining business processes and providing user friendly financial and human resources systems. This transformation initiative will empower University stakeholders by providing an integrated solution supporting efficient business processes employed to meet the needs of UGA stakeholders, leading to improved service and support for data-driven decisions.

Guiding Principles

The following guiding principles and desired outcomes have been defined in support of the mission:

BUSINESS PRACTICES

This University project focuses on transforming business processes in an effort to improve service to all stakeholders, align resources and investments with the University's mission and goals, and encourage coordination and collaboration between central and distributed business areas. This project will require UGA to evaluate its current business processes and adopt industry standard processes where necessary.

- This business realignment project will support improved, integrated, and expanded services for use by University stakeholders.

- The new Financial/HR systems will embody the leading industry practices in human resources and financial management. This project will, in many instances, require UGA to change its current business processes.

- This project will focus on reviewing, modifying, and transforming business processes to support improved service to employees, departmental users, and data-driven decision making. The system should also be intuitive, user friendly, and utilize the most modern platforms available.

- The University will adopt "best business practices" that have been built into the functionality of the information system software and related products, and modification of the base, vendor-delivered code will be held to an absolute minimum. Requests for modifications will follow an established approval process and will be scrutinized at the highest levels of the University for need.

  Desired outcomes:

- Improved and modified business processes
- Improved, integrated, and expanded services for all system users
- Improved institutional planning and decision-making capabilities
- Improved accountability, accuracy, and accessibility of data from a single, authoritative source for reporting
- Improved flexibility
- Improved ability to adapt quickly to future needs
- Reduced security risks related to sensitive data exposure
- Maximized financial savings through minimized customization of baseline software
- Reduced or eliminated duplication of data in maintaining a single authoritative data source
- Reduced cost and risk in the installation of new software releases
- Compliance with implementation timeline while managing project scope and change processes
- Integration of dependent systems using authoritative definitions and guidelines for data access, data standards, university application standards, and technology and business process “best practices”

INCLUSIVENESS AND TRANSPARENCY

This University project is a complex and difficult undertaking and will only be successful if the University community works in a collaborative and open manner. The project team must create and maintain an environment that is inclusive, open, and provides timely and accurate information on all aspects of the engagement. Project stakeholders are partners in this project and have an important role in ensuring the success of this engagement.

- Ensure that the needs of stakeholders are met in the successful implementation of a new finance and human resources information system for the University of Georgia through the contributions and participation of all academic and supporting units across the university.

- Information about the project will be made available to the University community using a broad range of communication tools targeted toward the various constituents for the purpose of awareness, education and training, and project progression.

  Desired outcomes:

  - Investment and engagement of stakeholders throughout implementation to help analyze and determine the best approach for the adaptation and conversion to the new system capabilities
  - Involvement of stakeholders for providing input, raising issues, and addressing the needs of their respective areas through cross-functional project governance
  - Informed university community regarding the project, its objectives, and its impact on all academic and supporting units

- Timely, regular, and visible progress reports and feedback mechanisms
- Formalized plan for initial and ongoing education and training of all stakeholders on the new system

COMMITMENT

A project of this scale requires a commitment from all parties, both central administrative and distributed campus units. The leadership of the project will set the example that is then emulated by all parties involved. Additionally, the University community should understand that system changes may lead to a change in staff and office responsibilities, both centrally and across campus, and this change will be an important focus for all stakeholders.

- The new Financial/HR system will be the official, authoritative data source for employee and financial information.

- Procedures should be established so that new and updated employee data is entered first into the Financial/HR system and subsequently provided to other systems via download or data exchange.

- UGA administrative units will commit the necessary human resources to design, implement, and test the system in a timely and efficient manner. This commitment will require the dedication of many staff members whose current duties will have to be reassigned to other members of their units.

- UGA will strive to maintain the current level of service during the implementation of the Financial/HR system.

  Desired outcomes:

  - Investment and engagement of stakeholders throughout implementation to help analyze and determine the best approach for the adaptation and conversion to the new system capabilities
  - Project that is accountable to milestones
  - Involvement of stakeholders for providing input, raising issues, and addressing the needs of their respective areas through cross-functional project governance
  - Reassignment of selected key staff members
  - Shifted staff responsibilities within administrative units
  - Increased professional growth and internal advancement opportunities for staff
  - Increased skill level of workforce
  - Robust education and training program
  - Policy or procedures changes that are clearly communicated

FUNCTIONALITY

The implemented Financial/HR system will include the critical features required to replace the existing Financial/HR systems and to address the processing complexities of a land-grant/sea-

grant institution. UGA will use the “native” features and functions of the new system and will not customize the new system unless there is a critical need to do so.

Desired outcomes:

- A functionally robust, integrated, data driven system with the reputation of adequately meeting the financial and human resource related processing and planning needs of UGA with automated optimization
- UGA will use the “native” features and functions of the new system
- UGA will not customize the new system unless there is a critical need to do so and any customization request will be scrutinized at the highest levels of this institution
- UGA will provide the new system with continued functionality; such that the use of parallel processing is minimized where possible
- Enhancements and changes to the current financial and human resource systems will be limited to regulatory, software malfunctions, and other mission-critical changes required to support the University
- Dedicated UGA resources for the successful implementation of the new financial and human resource/payroll systems
- Capability to maintain several years of historical data in a single system for comparative data analysis