



HRIT
Transformation
and
Transition

Win in the flat world

HRIT Transformation and Transition

Frequently Asked Questions

1. I need to ensure that my post merger HRIT transformation execution is done optimally. How can I Maximize business value while at the same time balancing Total cost of operations and minimizing risk of transition?

Infosys HCM practice has a comprehensive framework, approach & accelerators to look at a large scale HRIT application transformation scenario in a global delivery model.

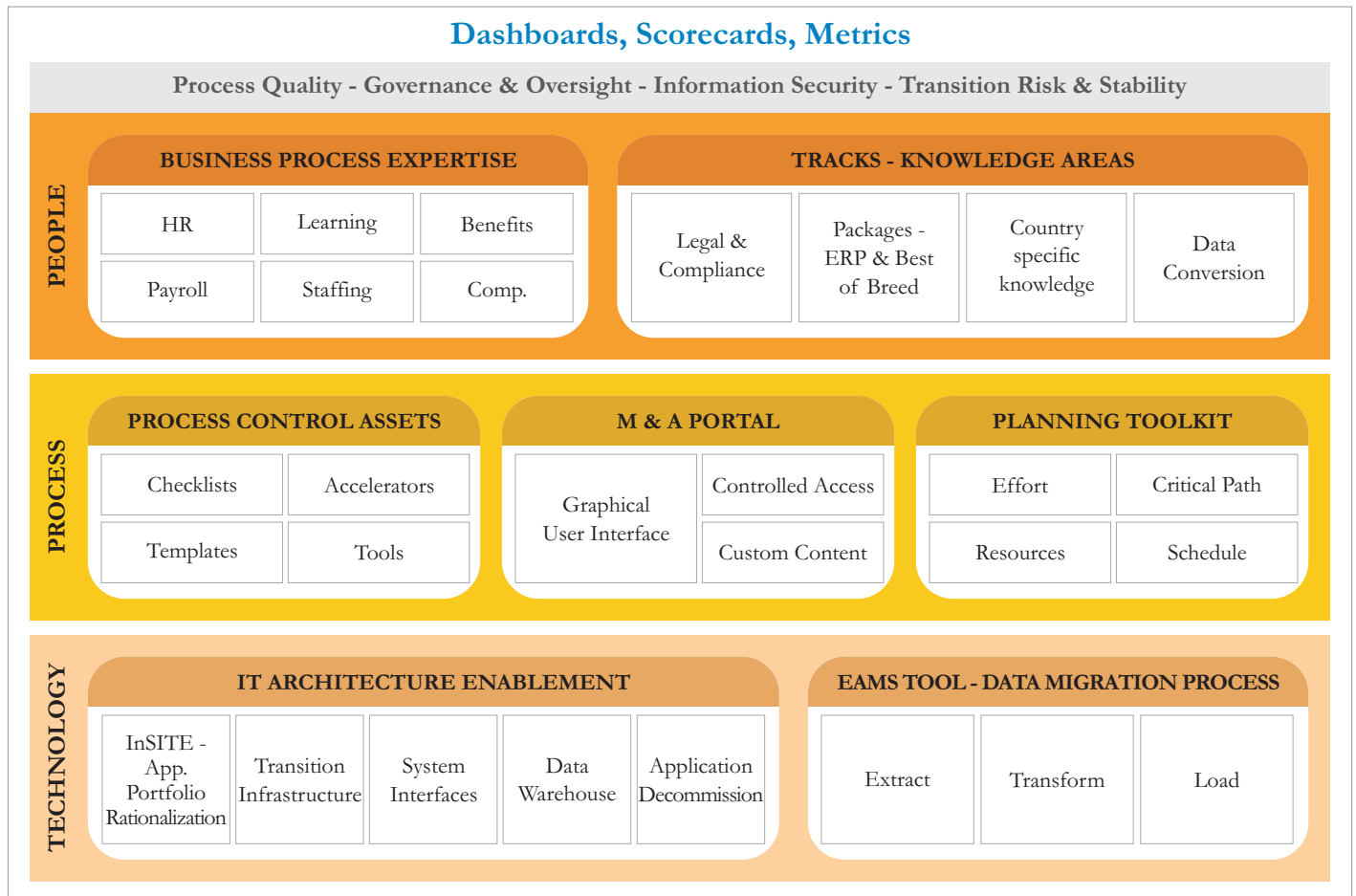
Some of the dimensions covered include

- Program Management
- Business Process Strategy & Alignment
- Planning and Estimation
- Implementation & Integration
- Risk & Compliance
- Application Testing
- Archival & Decommissioning
- Vendor & Third Party Mgmt
- Data Conversion
- Change Management

Infosys has helped with large scale HRIT transformations for multiple organizations including one of the top 5 banking & financial giants, one of the largest technology companies and one of the leading telecommunications companies in the US.

The solution includes a graphical portal which provides an execution blueprint across Transformation dimensions and HR processes as a matrix.

For every transformation dimension, detailed steps are explained along with the accelerators entry/exit criteria, dependencies and accelerators.

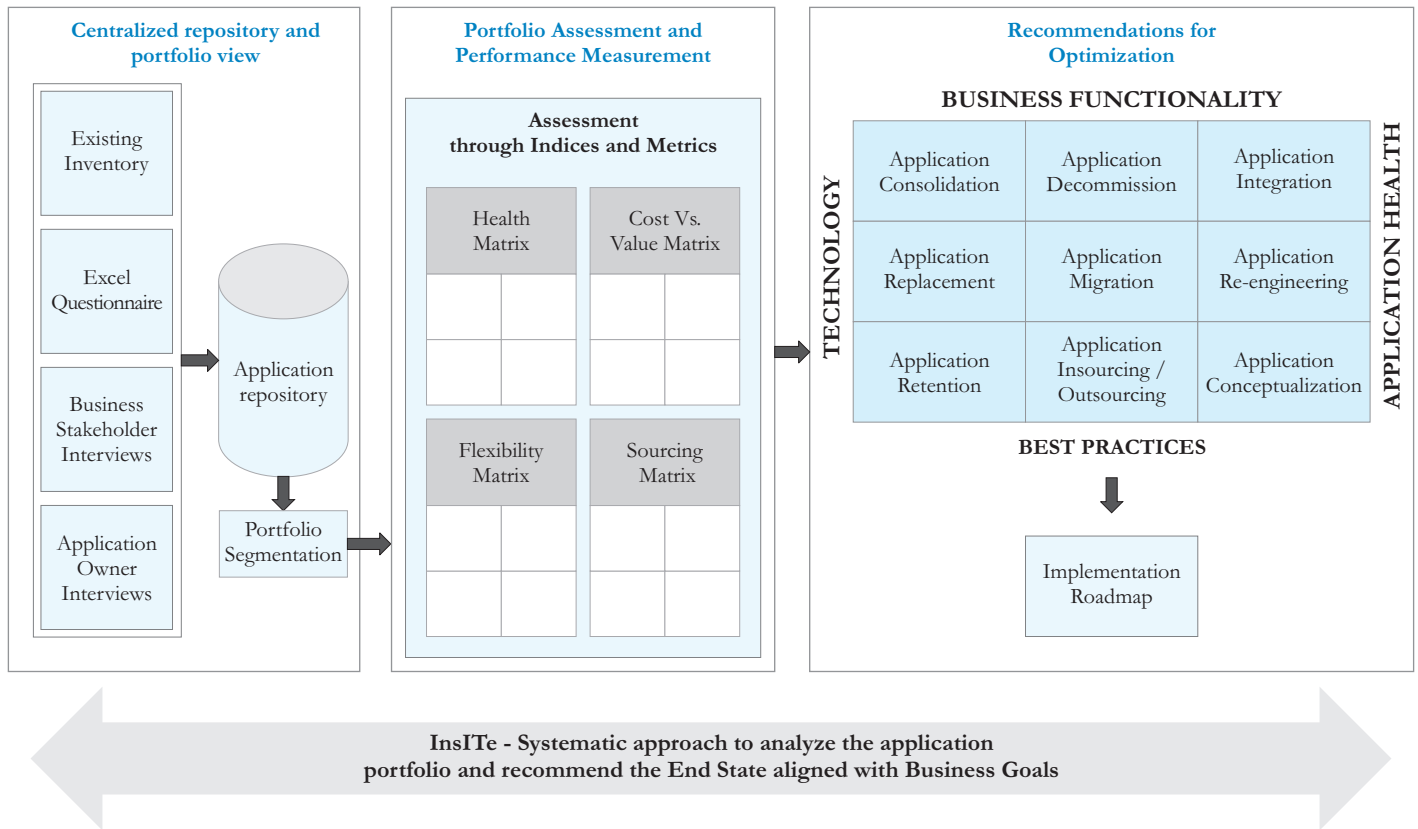


2. After an M&A, how can I plan and assess my large scale HR portfolio transition and make it more predictable?

The assessment and planning stage for a post merger HRIT portfolio transformation is very important to ensure a successful transition. The Assessment makes crucial decisions on the final HRIT solutions to be implemented and the Planning phase charts the entire transformation journey in terms of schedule, milestones, resources, effort and cost.

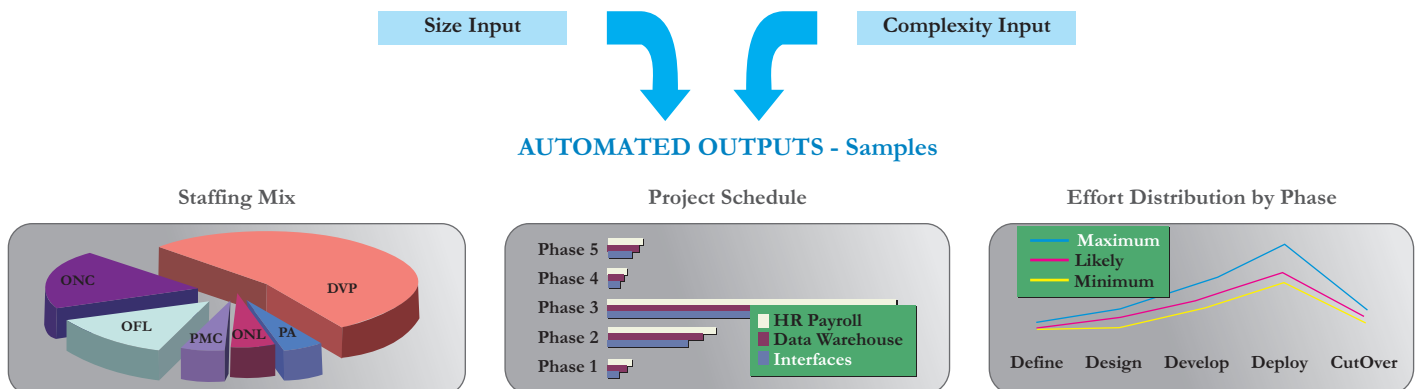
Application Portfolio Rationalization

This approach essentially segments the HRIT application portfolio, brings about a set of evaluation criteria with metrics to recommend and deals with aspects like application consolidation, decommissioning, reengineering, integration and retention.



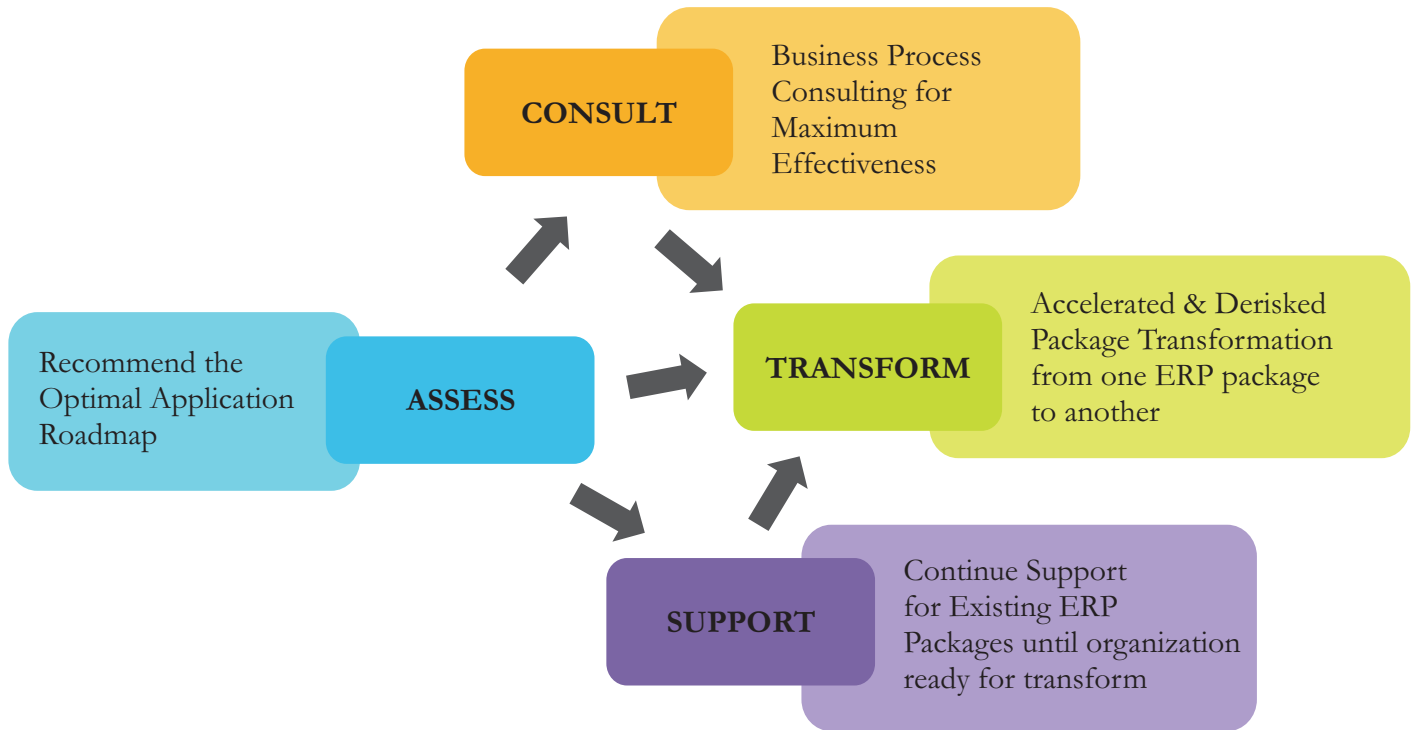
Using our knowhow of the HRIT transformation lifecycle, this exercise involves analyzing aspects like simplified user inputs, decision points, size, uncertainty and complexity to drive project timelines, schedule, staffing mix and effort distribution across dimensions and processes.

PLANNING & ESTIMATION MODEL



3. My changing HRIT needs and the ongoing vendor consolidations have necessitated a relook at my HRIT application roadmap. I want to move from one HR ERP package to another. How do I do this effectively?

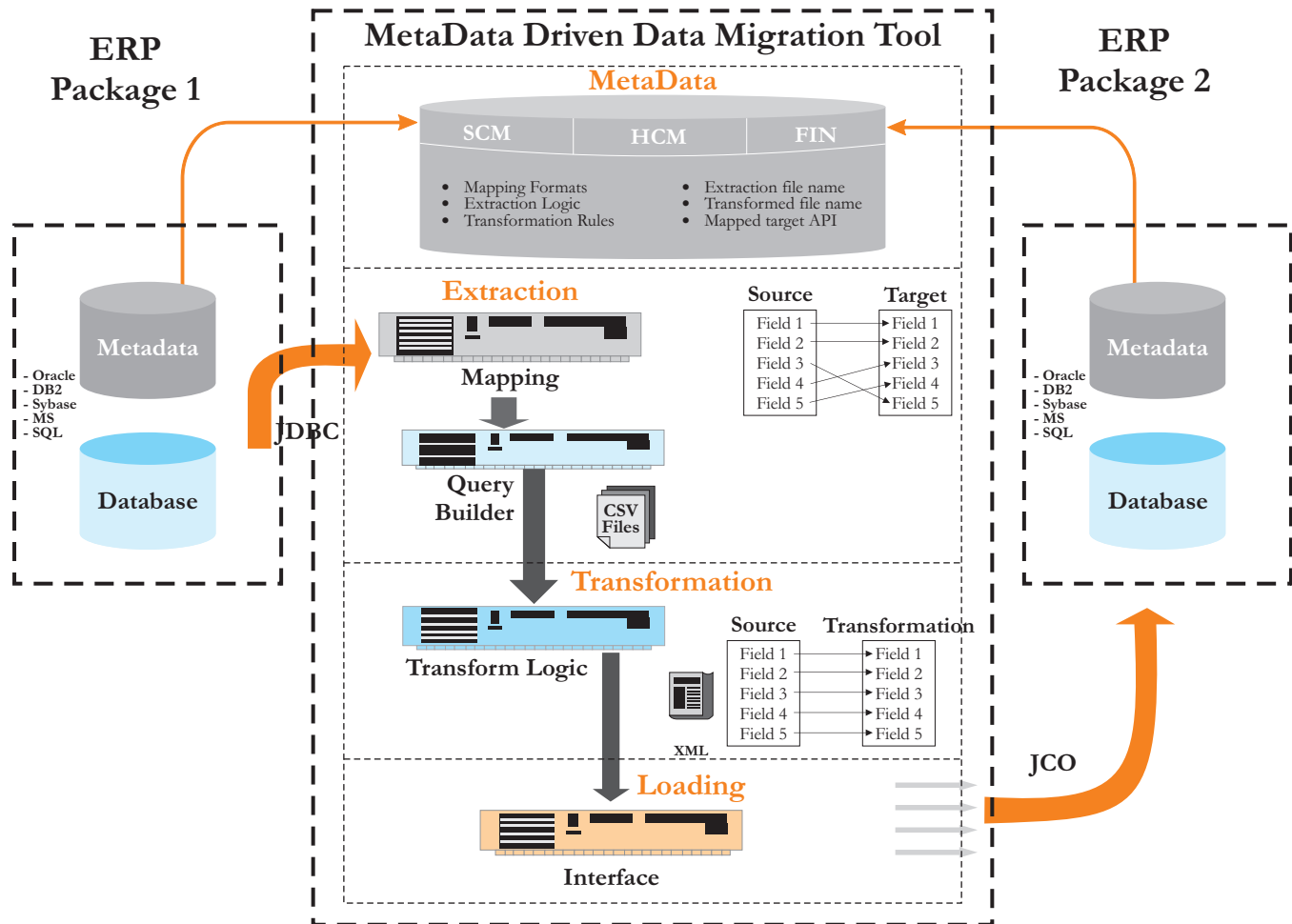
Enterprise Application Migration (EAM) solution is Infosys' accelerated and derisked package transformation solution between two ERP applications. This is end-to-end solution, under patent, combines business process consulting, meta data driven technology, data conversion engines and some prebuilt mapping accelerators to maximize business value, lower total cost of ownership and minimizes risk of transition. The solution is modular, so that the individual modules (Assess, Consult, Transform, Support, etc.) can be executed independently or as a roadmap.



PreBuilt Solution Accelerators Available For Some ERP Packages

BODY OF KNOWLEDGE	DATA MIGRATION TOOL
<p>Prebuilt Repository Prebuilt Repository of Mappings between source & target</p> <ul style="list-style-type: none"> • Functionality Mappings • Process Flow Mappings • Master Data Mappings • Configuration Data Mappings • Table Level Mappings <p>Other Accelerators</p> <ul style="list-style-type: none"> • Reports, Templates, Best Practices, Automated Scripts, Questionnaires and Checklists 	<p>Tool Features</p> <ul style="list-style-type: none"> • Ability to view the prebuilt repository for the Tool <ul style="list-style-type: none"> - Data mapping formats - Extraction Logic - Extracted File name / location - Transformation Rules - Transformed File name/ location • Ability to execute the data migration automatically at the levels of application, business process or module • Ability to include organization specific customizations • Ability to view detailed logs during the transformation • Error handling capabilities • Provision of Reconciliation mechanisms
ASSESSMENT TOOL	
<p>To Assess Source Environment And Extract Customizations</p> <ul style="list-style-type: none"> • Automated extraction of the following from the source application <ul style="list-style-type: none"> • List of customized and custom developed object • Listing of all public queries along with references 	

MetaData Driven Data Migration Tool - High Level Architecture



4. How do I use the opportunity of an HRIT transformation to align my Business, HR and IT strategy? How can business process value and consulting synergize with ERP Transitions

Addressing organization challenges and growth imperatives requires giving adequate attention to each of the key solution pillars : Strategy, Process, Technology and People and Structure. Some value based ways of doing the same include.

A. Incorporation of Best Practices and Business Process Assessment

Best practices, pertinent to the industry vertical and the business processes, need to be integrated into the solution. Infosys has a significant presence in every industry vertical and its Center of Excellence identifies best practices that can be deployed. Best practices at the business process level are available in an in-house solution, based on one of the standard globally accepted, people practices focused capability maturity model. Here, we can utilize more than 200 global best practices across 22 key processes, 4 threads and 5 maturity levels.

B. Competency Model for Integrated Talent Management processes. Also Vertical Specific Competencies and for Career / Role Management Frameworks

Competencies are the fundamental foundation in ERP packages for establishing consistent standard objectives for defining, recruiting, measuring, developing, advancing and rewarding talent. A competency framework and

Maturity levels	Process Area Threads			
	Developing Individual Capability	Building Workgroups & Culture	Motivating & Managing Performance	Shaping the Workforce
5 Optimizing	Continuous Capability Improvement		Organizational Performance Alignment	Continuous Workforce Innovation
4 Predictable	Competency Based Assets	Competency Integration	Quantitative Performance Management	Organizational Capability Management
	Mentoring	Empowered Workgroups		
3 Defined	Competency Development	Workgroup Development	Competency Based Practices	Workforce Planning
	Empowered Analysis	Participatory Culture	Career Development	
2 Managed	Training and Development	Communication & Coordination	Compensation	Staffing
			Performance Management	
			Work Environment	

competency based talent management processes is imperative to enable and measure process effectiveness.

C. Explore Opportunities For “Package Based Business Process Transformation”

“Package Based Business Process Transformation” involves identifying high potential high impact process initiatives which are in synergy with the ERP initiative as well as enabled by it. It also means avoiding any system customizations and providing business solutions for them.

Another area is ensuring adoption of adequate standardization, simplification and global templization at the level of business processes and master data. As also to provide for all the business specific and unique local flavors which are critical for business needs.

The third area here is ensuring that true integration is enabled. Every HR area feeds into another and the real value is generated through this integration. This is especially pertinent for integrated Talent Management.

D. HR Metrics, Analytics and HCM Process Measurement, ideally flowing into HR Scorecard

The Analytical aspects provide the highest value add to business since they translate data into information and knowledge for informed decision making. At a basic level this includes reports like Drill Downs and OLAP



Cubes which provide a summary view at a process level. Then are there is focus on cross-process integration and intelligence along with useful analysis on trends, forecasting, what-if analysis and planning.

At the highest level key HR Metrics, KPI's and Themes can be created to align with the specific business strategy and feed into a very context specific HR scorecard.



About Infosys

Infosys Technologies Ltd. (NASDAQ: INFY) defines, designs and delivers IT-enabled business solutions that help Global 2000 companies win in a flat world. These solutions focus on providing strategic differentiation and operational superiority to clients. Infosys creates these solutions for its clients by leveraging its domain and business expertise along with a complete range of services.

With Infosys, clients are assured of a transparent business partner, world-class processes, speed of execution and the power to stretch their IT budget by leveraging the Global Delivery Model that Infosys pioneered.

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