



Global HCM Deployment

The Microsoft Story

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Agenda



Our approach



What we've done



Our learnings



Our approach

Only **1/3rd**

transformation projects are
completed

Only **13%**

of digital transformations
deliver expected top-line and
bottom-line impact

Source: Accenture



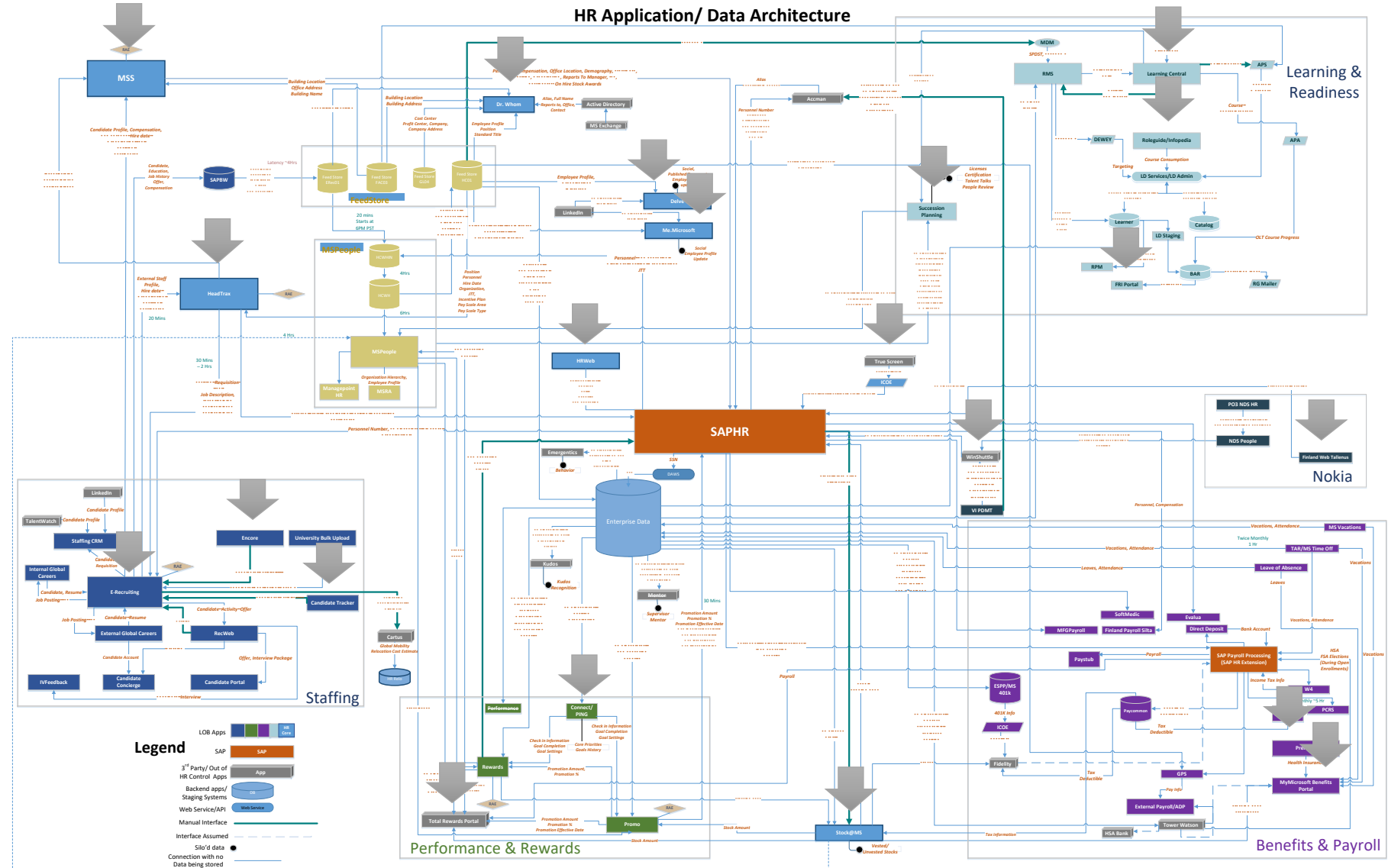
This is where our multi-year HR tech journey started...

↓ User Touchpoints

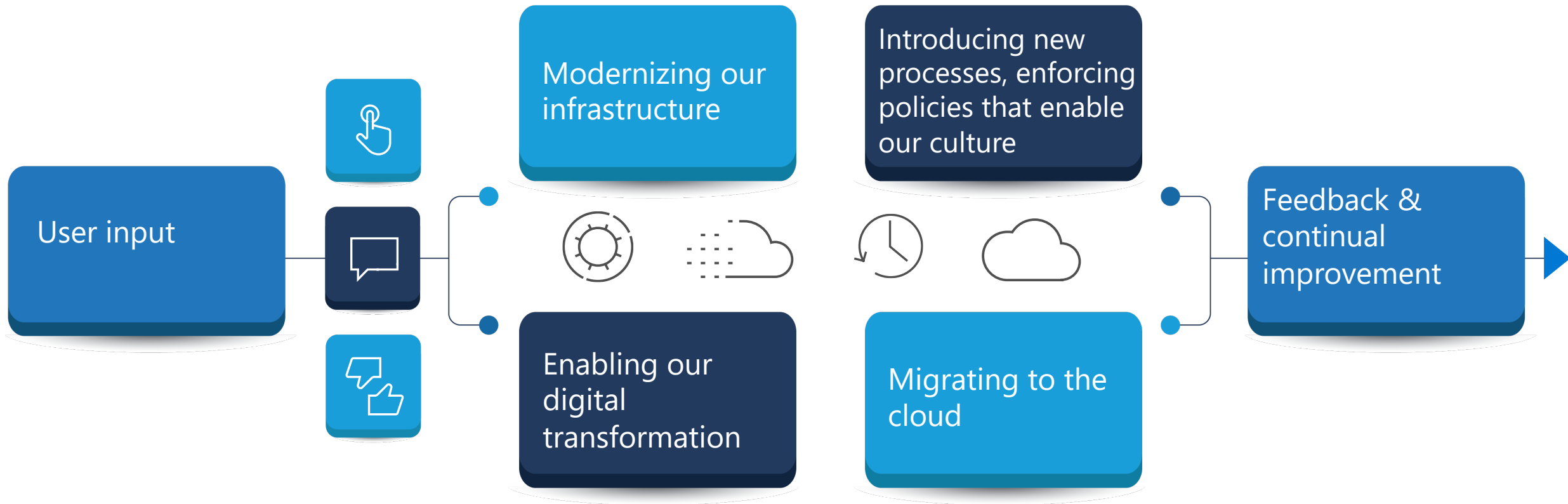
Our current HR tools, processes, and ecosystem does not enable us to meet our needs

- Decades of technical debt has accumulated
- Complex architecture drives cost, limits agility, contributes to admin burden and compliance risk

↓
Fragmented customer experiences



Our journey to improve the employee experience



What this change means for our people and our business



Establishes the foundation for a more globally consistent employee experience

- Strengthens core experience scenarios — e.g., more welcoming and predictable onboarding
- Increases confidence that data and processes can be trusted — e.g., termination, transfer
- Improves agility via more responsive systems and reduced cycle time
- Enables users to complete tasks (*manager, BSDs, Finance, HR, employee, etc.*) through simpler tools and workflows



Enhances the employee experience by standardizing core processes and improving data integrity

- Delivers consistent workflows and role-based reviews/approvals
- Aligns processes with and in some cases enforces key workforce policies (*spanning position management, internal movement, etc.*)
- Mastering more data in core system reduces offline administration, improving data security, automating data flow downstream to Payroll, etc.



Creates future opportunities

- Provides new experience opportunities like matrix hierarchy views/management
- Enables local compliance in an evolving regulatory environment
- Allows for a standardized global payroll platform
- Moving from on premise to the cloud delivers continued solution enhancements

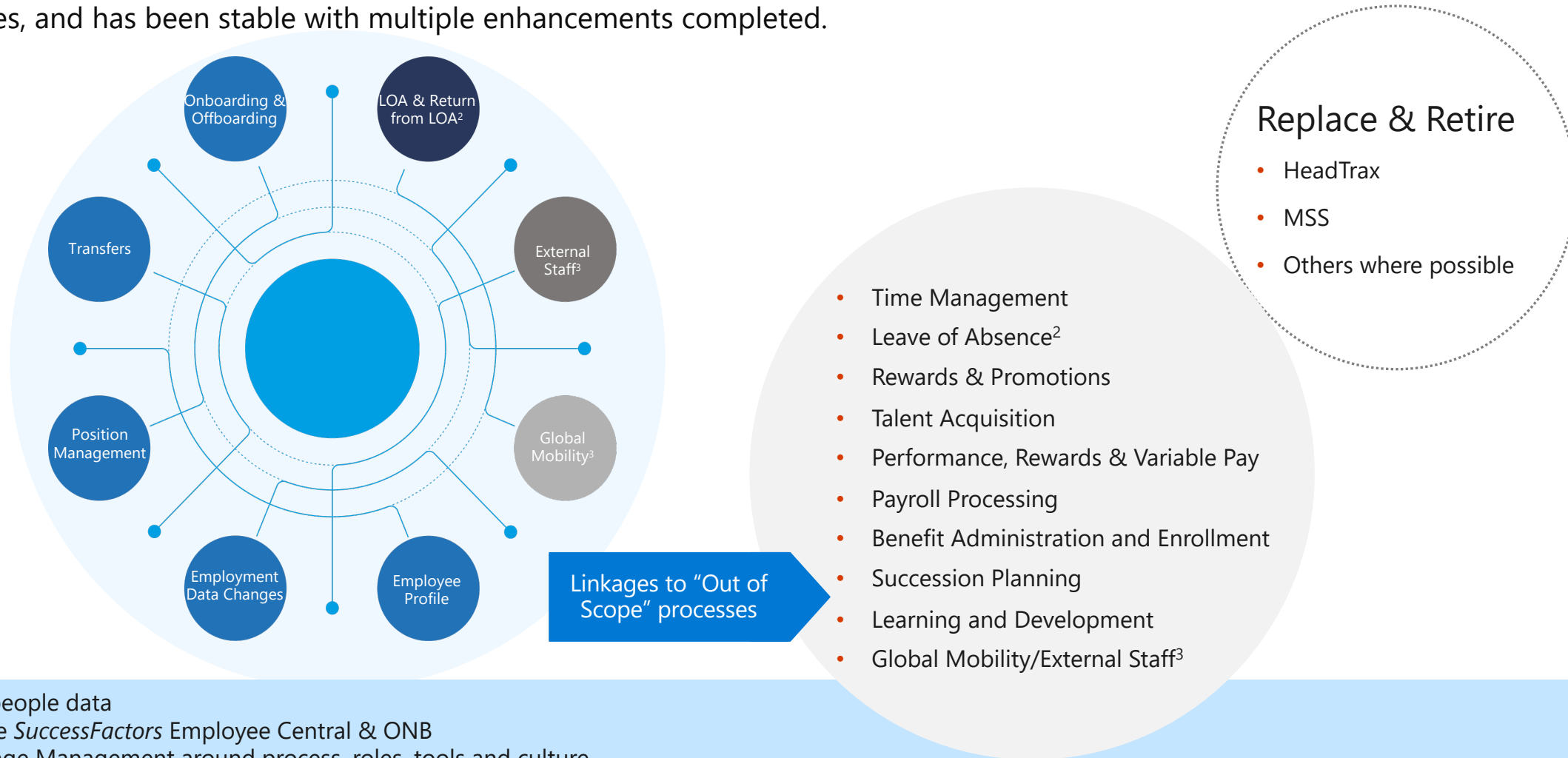


Drives new Azure growth

- Azure consumption opportunity spans 120m+ users across many shared Microsoft/SAP customers

Project *scope*

The implementation of SAP *SuccessFactors* Employee Central will modernize the system of record for employment data, *replace* existing front-end tools like **MSS** and **HeadTrax**, and ultimately replace SAP HR. Employee Central has been in place for two years for over 185,000 employees, and has been stable with multiple enhancements completed.



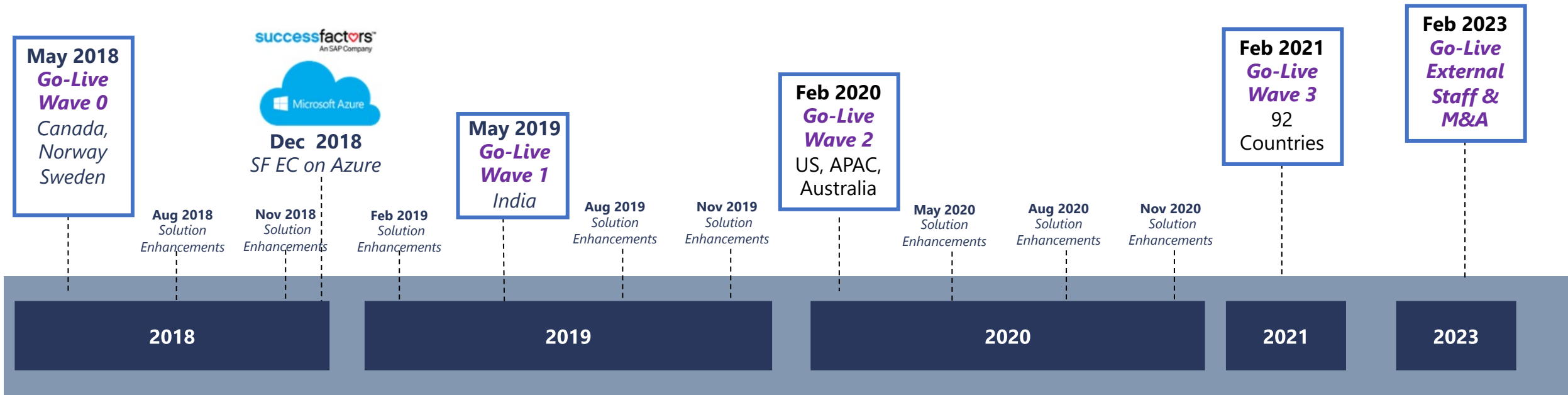
- Clean and validated people data
- Configure and localize *SuccessFactors* Employee Central & ONB
- Utilize extensive Change Management around process, roles, tools and culture
- Determine and apply centralized business rules



What we've done...

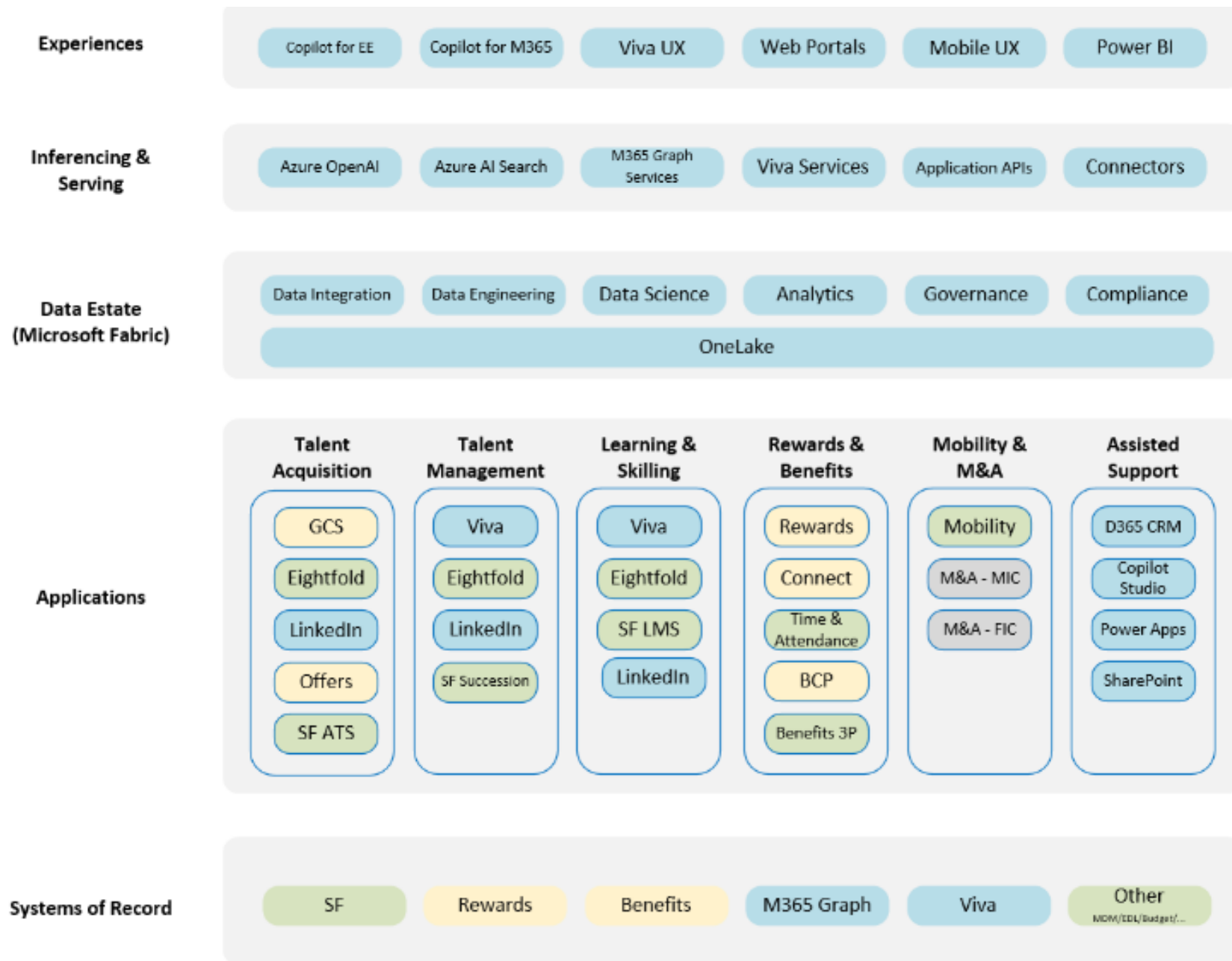
Fail Fast: But Learn Faster; Iterate; Continuous Innovation

(Proof of Concepts, Pilots, Gradual Expansion of Customers)



Microsoft HR Tech Ecosystem Architecture (Nov 2023)

1P 3P Custom TBD





What we've learnt...

1 Think globally, act locally

- Kick-off with a global team that included regional team members
- Create a global process baseline together
- Conduct in-country workshops with local HR and other partners to validate assumptions
- Employee Experience is foremost



'What's in it for Me?

(2017 View)

Focus areas for current needs and future aspirations in mind

The value we are striving to bring



"Azure customers are increasing"
"Empowering SAP customers to do more with HR Microsoft technologies"
"Makes adherence to global regulatory standards simple"



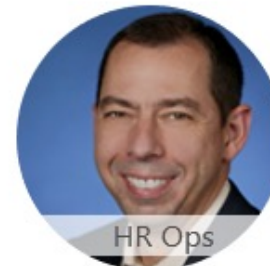
"Accurate and reliable people costs helps to manage to OPEX."
"We don't carry millions in accruals on the books for vacation"



"I'm confident in the data and insights I share with my leadership teams"
"I'm able to guide the business through their evolving workforce needs"



"So easy and intuitive..."
"The information I need on a day-to-day basis is at my finger tips"
"My new employee was productive on day 1"



"I have a highly effective and cost efficient way of running my operations"
"HR provides a consistent experience across the globe"



"My new hire experience was seamless"



"We are setting the stage for the future"
"We can easily adjust systems to meet business needs"

Personalization – WIIFM for each persona (2017 View)

Focus areas for current needs and future aspirations in mind

- ✓ Will achieve through solution
- ❖ Experience we hope to create



Employee

Rebecca

Program

Manager

YEARS AT
MICROSOFT

7

17,177 Managers
14% of Employees
66% – US
34% – Int'l
56% – Engineering
Avg. Direct Reports-
7.3

Meet Rebecca

Rebecca is a Program Manager in the ASG group at Microsoft. She is based in Redmond and her team is geographically distributed between US and India. She has 8 direct reports including developers, designers, and a shared admin. She also has a team of 10 vendors supporting specific projects. She currently has an open headcount in her team (1 FTE position). Rebecca has been in a people manager role for over 5 years and relates most closely to the Connect, Feedback and Rewards tools as HR systems for managing her team. Her interaction with HR core tools has been limited even though she has hired, transferred, updated employee records and managed resignations several times. Rebecca feels that most employee life cycle processes at Microsoft – hiring, transferring, resignations are complicated, inefficient and thus very time consuming. While she assumes full responsibility for making decision for these critical activities, she feels more comfortable in having her admin manage the transactional work in different HR tools on her behalf. Rebecca acknowledges that once in a while she has taken action in the tool when some system notifications came her way, however, the heavy lifting is done by their admin and she prefers not to be 'owned' by the tool.

Wants

- Spend more time on value added activities for my team and to drive impact instead of tedious transactional stuff
- ✓ Not be required to enter/update the same information in multiple systems
- ❖ Quick, easy and guided way to initiate, approve, and track end to end processes for my employees
- Overview of trainings available & training status of my employees should be integrated into a 360 view on an employee
- Higher transparency into employee time off (e.g. how frequently employee has been sick/how long)

My most common HR Core scenarios...

- Hire an employee
- Transfer an employee
- Managing employee resignations
- Update employment data
- Tracking status of talent goals

Needs

- ✓ Central location from where I can manage all my team's needs
- ❖ My requests resolved in a timely manner
- ✓ Capability to delegate some of my tasks to my business admin
- ✓ Proactive alerts/reminders when something requires my attention
- ❖ Quick and easy help and guidance when I am stuck
- ❖ Clarity into what transactions need to be done when and how to complete them
- Analytics/metrics to view progress I am making on my 'People' priorities
- ✓ View into the status of requests / where in the process it is / why it has not been processed (e.g. hiring process, status for an open position, etc.)

Expectations

- ✓ A tool you can trust (accuracy, **reliability**, availability, quality, **transparency**)
- ❖ Integrated and intuitive experience
- Look and feel like MSFT products
- ❖ Modern multi-device experience

Earn me as a fan!

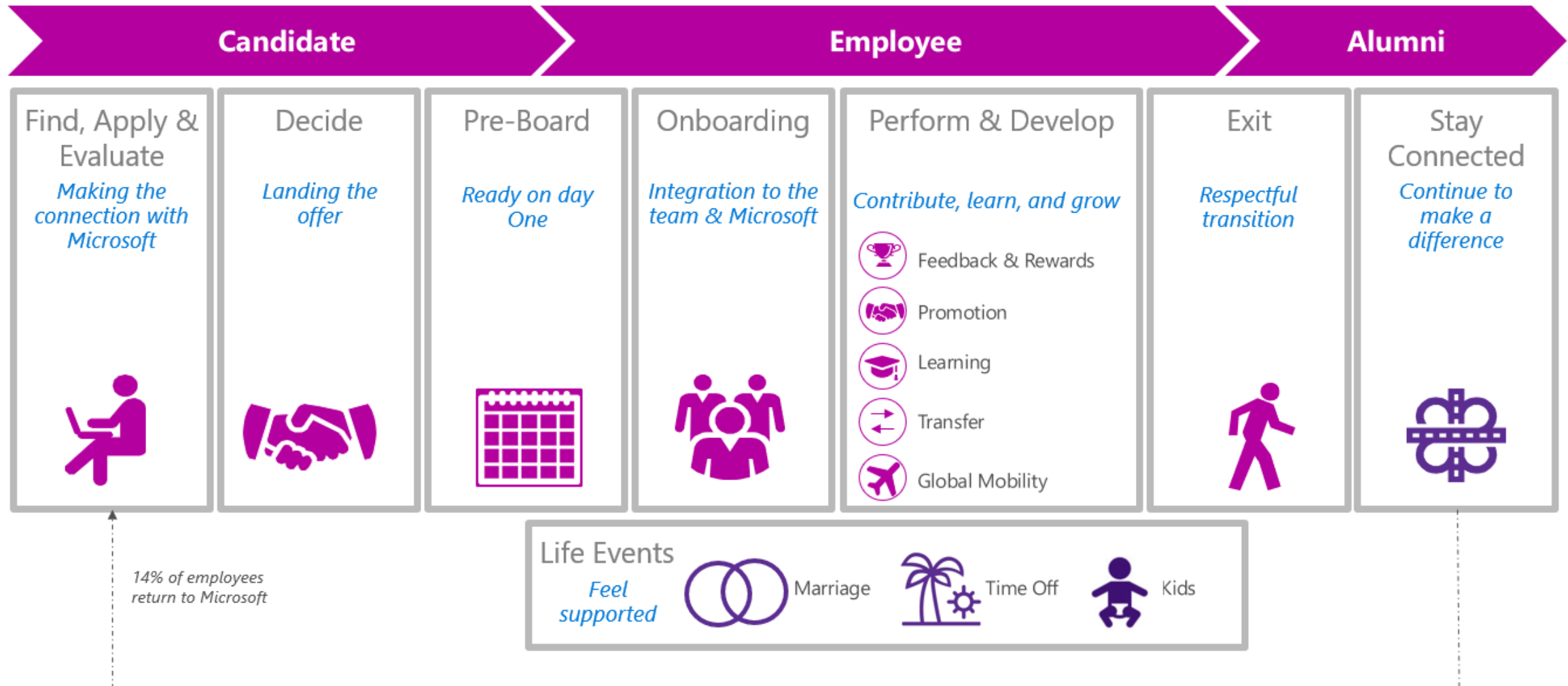
- Simple transactions that require 2-3 clicks
- ❖ Provide onscreen visibility to information that will help drive good decision making
- Ability to do simple tasks (approvals, etc.) on my mobile
- ❖ Organized HR tools that are seamlessly connected and work well together



Personalization – Journey Map

Employee Journey

(2017 View)



2

Multiple partners add unique insights to learn from while working as a single team

- System Integrator
- Change Management
- Product Team



Our Project Mindset

To fully unlock the benefits of an industry best solution we will have to live the mindset...



Fit to standard – We are driving towards **global standard processes**. Leveraging an out of the box solution unless additional configuration is required due to regulatory / compliance needs or Microsoft policy. If we differentiate we need to have a very real and **significant business ROI**.



Growth mindset – Our goal is to **empower people**, be inclusive, and enable growth mindset and embrace the mobile first, cloud first world mantra. This is a multi-year journey that cannot solve everything at once; keep a growth mindset focused on solutions and **what's right for Microsoft** as a whole.



Earn fans – We want to earn fans by bringing our key stakeholder communities **on our journey** and providing them with forums to share their insights, needs, and feedback. Our decisions and actions will be guided by whether they will deliver a **world class experience** for our employees.

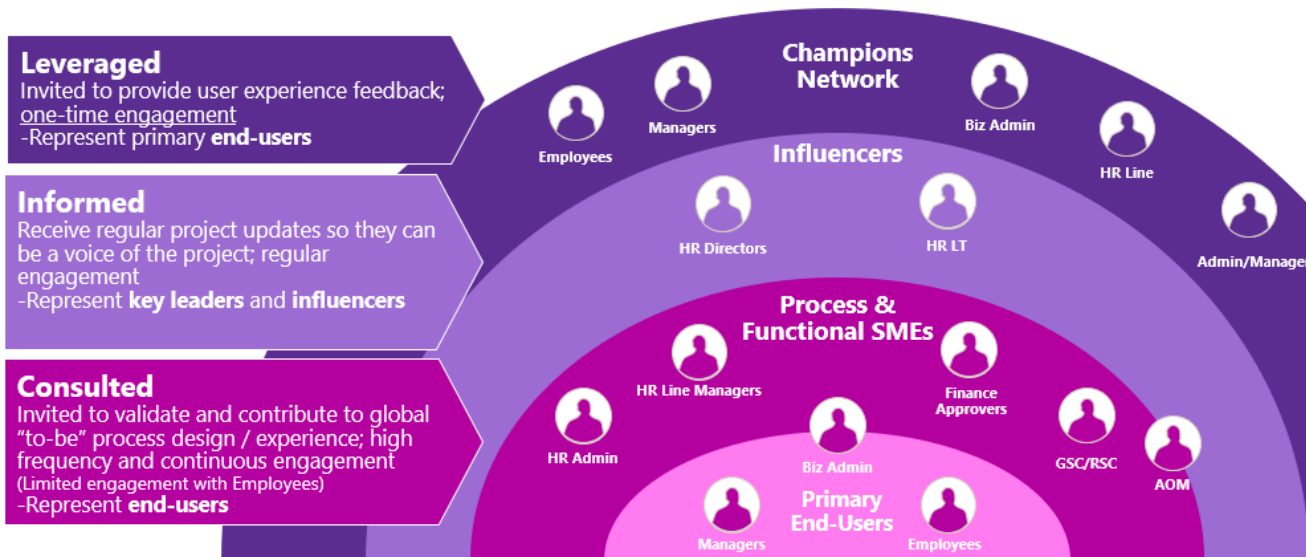
3 This is a change management project more than a systems project

- Strong executive sponsorship
- Take the time to standardize global processes
- Create relevant policies where none exist
- You cannot communicate enough –multiple channels, multiple forums.
- Strong governance on deviations from global processes

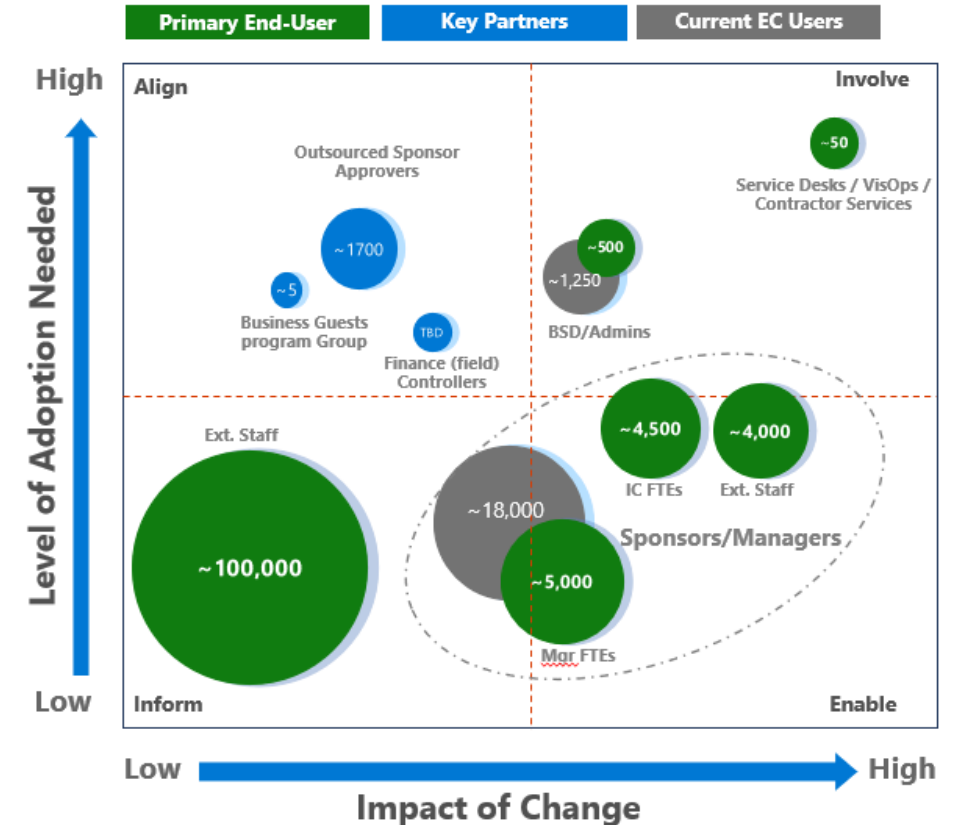


End User Engagement

Bring your key personas along the journey!



Targeted & Continuous Involvement



Informed Readiness

Targeted Readiness

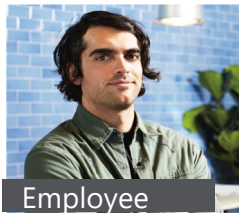
This transformation will result in changes to current state roles, responsibilities, processes, and systems.

In this context, it is critical to understand the level of effort required to drive skill and behavior changes across an organization to meet the goals of the project and business.

Primary End-Users



Manager



Employee

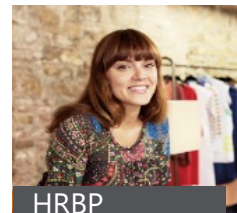


Admin (WOB)

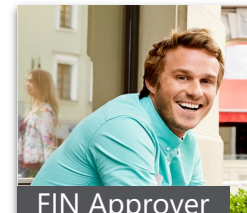


HRLS

HR Approvers



HRBP



FIN Approver



GSC / RSC

Enablers (part of the Workflow)

Support

Readiness Objectives	Resources to be developed
Clear understanding of training needs , taking into consideration the business need, the learner, the required learning, and any practical constraints that may impact the development or delivery of training content	Training Needs Assessment
Thoughtful planning to ensure training is developed, delivered, and digested in a way that is optimized for the user	Training Strategy & Plan
Early insights into the solution to build familiarity and awareness of how people will operate in the future	Demos
Targeted communications that set clear expectations, give users the information they need, and articulate “what’s in it for me”	Market Playbook & Communication Plan
Varied training approaches that account for differences in the way people learn (E.g. in-tool help, FAQs, just-in-time training videos, live training) and materials to ensure audiences know how to do their jobs effectively	Training Content (incl. Train the Trainer)
Post go-live support that makes it easy to get quick answers and escalate issues	Feedback surveys

5 Celebrate all wins, both big and small!

- It's a marathon, not a sprint
- Celebrate success along the way, both big and small
- Trailblazing will naturally create issues; learn from them and move on



Thank you!



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HR Digital Transformation Leader

