



Sustaining Success: Strategies for Post- Implementation Support

Mastering SAP – May 2024



Artwork by
Marcus Lee.

Acknowledgement of Country

We wish to acknowledge the traditional custodians of the land on which we meet today. We pay respects to their Elders past and present. We would like to extend this respect to any Aboriginal and Torres Strait Islander people who are here today.

This artwork symbolises Officeworks' vision of ensuring Aboriginal and Torres Strait Islander people feel welcome in our business as team members, customers, suppliers and visitors.

Introduction

Brock Pescud	Mona Mazumdar
[INSERT HEADSHOT]	[INSERT HEADSHOT]
People Systems & Analytics Manager	IT Manager – TX People
• Officeworks since 2019 • Part of project team implementing SuccessFactors post Coles demerger from Wesfarmers • Wesfarmers since 2016	

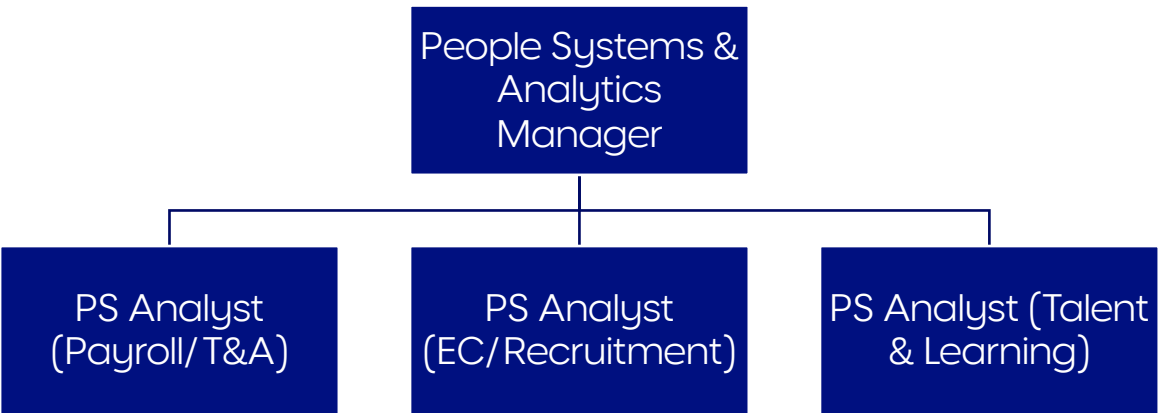
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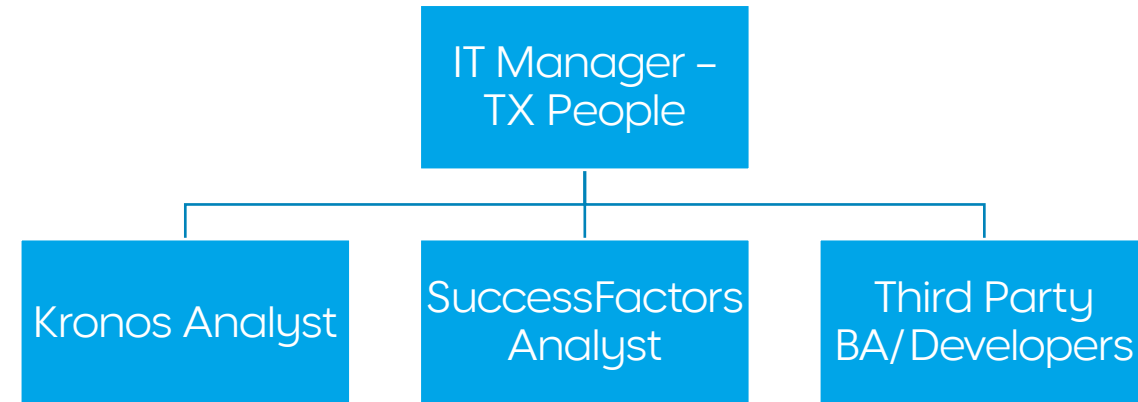
Who we are and what we do

Team Structure

People Systems & Analytics



IT – Team Member Experience



Roles & Responsibilities

- People Systems
- TX

Our Principles

Compliance

- Pay everyone
- Abide by legal & audit requirements

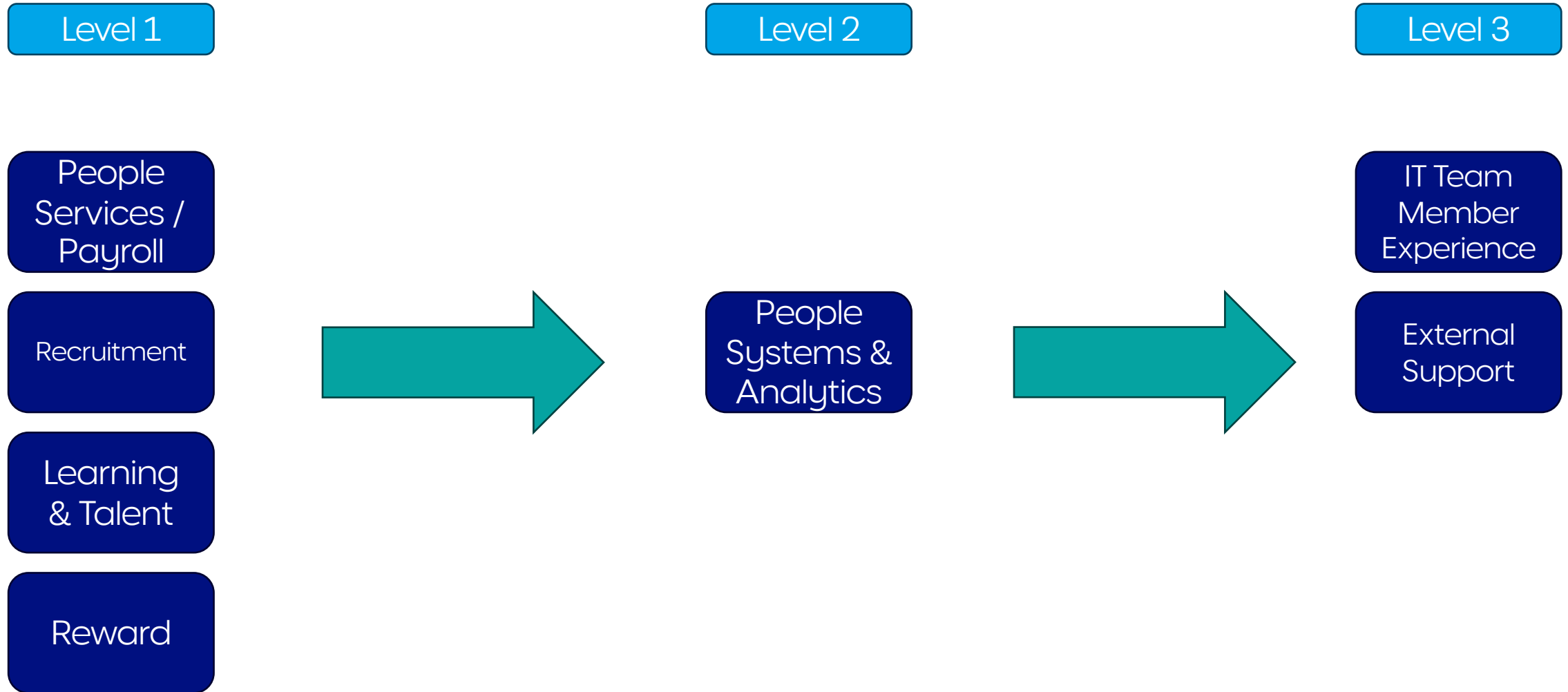
Productivity

- Create efficiencies
- Reduce red-tape
- Self-Service

Team Member Experience

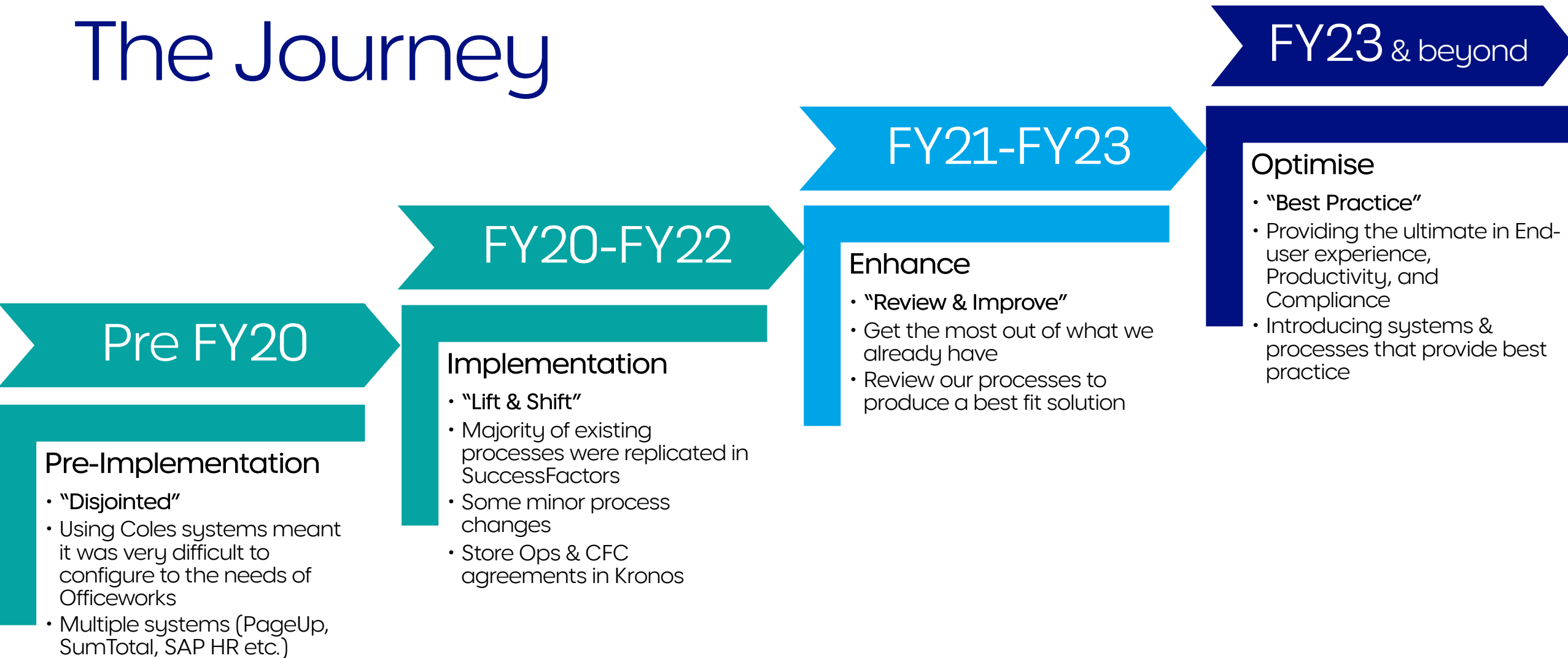
- Make life easier for end users

Escalation of Incidents

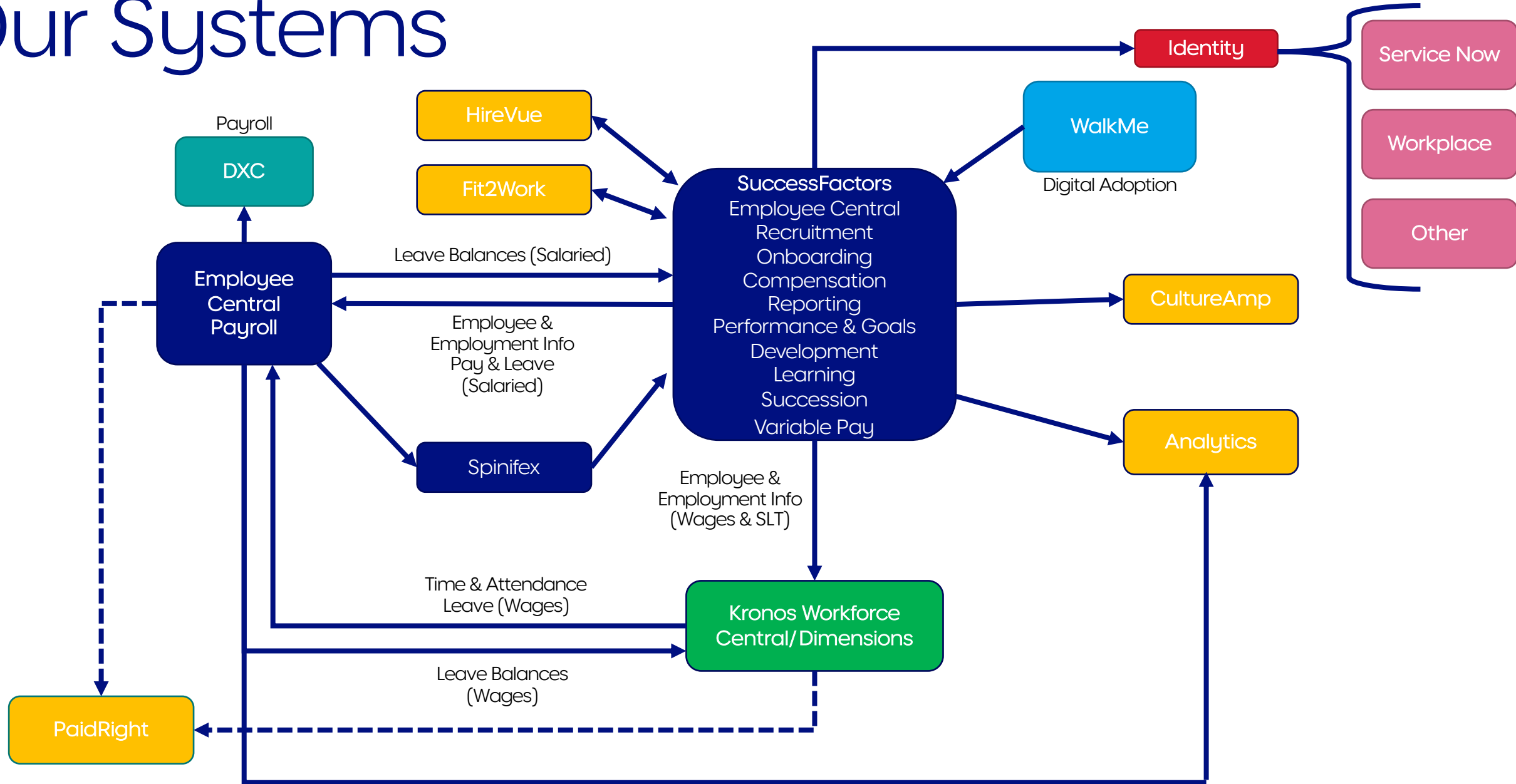


Our Journey

The Journey

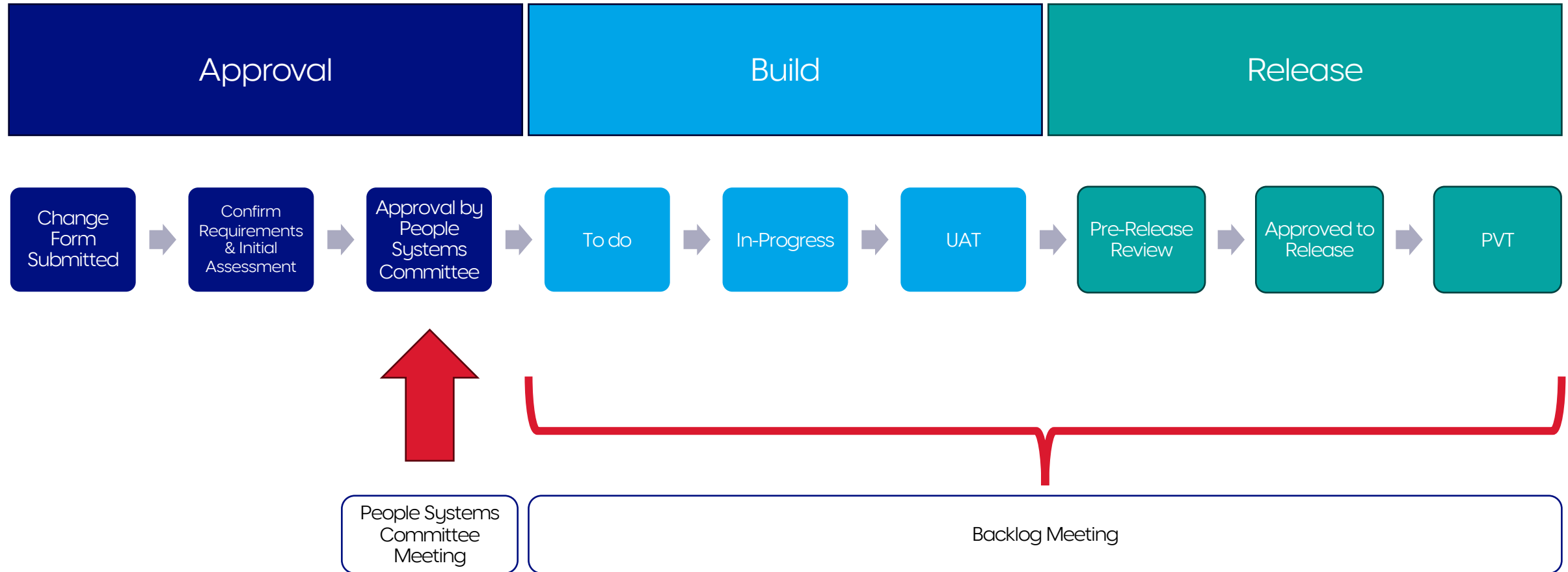


Our Systems



Managing Changes

Change Process



- Change Notifications
- Backlog Meeting – stakeholders involved
- BAU Handover

Change Requests

- What is the business truly asking for?
 - Poke and prod at the requirements as much as humanly possible.
 - Get to the core of the problem that is trying to be solved
- Don't jump at fixing the squeakiest wheel
 - Just because a stakeholder is pushing hard for a change, doesn't mean it's the most urgent matter
 - In assessing a change, consider current process/work-around that's in place. If it's adequate for the time being then the matter may not be as urgent
- Be transparent
 - Keep stakeholders in the loop of change progress

Project Changes

- Business vs Tech
 - Fit to Work
 - Onboarding 2.0
- How to make Tech initiatives business driven
- How to make Business initiatives Tech driven
- SAP Best Practise
- Transformation/Lift & Shift



Upcoming Projects

- Onb 2.0
- Fit2Work
- Central Rectuit
- Kronos



Challenges

Challenges

- Lift & Shift Model

- During our SF implementation, we adopted a 'Lift & Shift' model whereby we took existing config & processes and adopted them into our new environment
- Essentially, we moved our current errors & poor processes into a new system
- From a Team Member Experience perspective, this approach helped reduce the impact of the change
- From a Compliance & Productivity perspective, this was a headache
- Majority of our system changes since implementation have come from fixing poor config & processes

- Lesson

- Don't go full scale with L&S. Identify issues that can be fixed during implementation
- Focus on config changes that will have a low Team Member Experience impact

Challenges

- Setting Priorities

- Post implementation, we had a lot of change requests coming through
- Changes ranged from minor text changes to deep config changes
- These changes would be put on a 'Backlog' board to try and work through

- Lesson

- Filter out the noise. Is this a 'Nice to Have' vs 'Definite Need'
- Create a set of criteria to assess change requests against.
 - Impact to Compliance/Productivity/Team Member Experience
 - Who is the audience effected by the change?
 - How urgent is the change?
 - What's the size/effort to make the change?

Challenges

- Resistance to Change

- The introduction of a new system forced some existing processes to change
- It also gave us greater flexibility to make changes that would improve our ways of working
- Ran into resistance when suggesting process improvements. Difficult to move away from the “that’s how we’ve always done it” attitude

- Lesson

- If a solution can fix 90% of a problem, implement it. Don’t get hung-up on the 10%
- Dig deep when stakeholders raise concerns; try to find out how often their issue actually occurs
- Metrics; Time and Error Rate

Challenges

- Our Way vs Best Practise

- Run into challenges where the requirements from the business don't align with what the system can do, or with how the system is being administered

- Lesson

- Stay firm on administering the system as per the standard that has been set.
- The more 'special circumstances' you allow, the harder it is going to be to manage the system
- Offer solutions that align to your standards and provide detail as to why

Payroll Compliance

Reporting & Analytics

Reporting & Analytics

- What challenges are you facing with reporting & analytics?
- Are you able to get valuable insights into your data?
- Is the business utilising your data effectively?
- What are your plans for reporting & analytics?

Cross-Divisional Contacts

Cross-Divisional Contacts

Follow this link:

<https://app.smartsheet.com/sheets/Gf7Rg5C6Crj6fwQFRR3x6QmFJgHqrPjw6X84Fmx1?view=grid>

Questions/ Discussions

Thank You.

Our Systems

Our Systems

SF = SuccessFactors

System	Previous	Current	Future
Payroll	SAP (Coles)	SF ECP (2020)	SF ECP
Pay Compliance	No system	No system	PaidRight (2024)
Employee Central	SAP (Coles)	SF EC (2020)	SF EC
Compensation	No system	SF Compensation (2020)	SF Compensation & Variable Pay (2024)
Right to Work	No system	No system	Fit2Work (2024)
Candidate Screening	No system	No system	HireVue (2024)
Recruitment	PageUp	SF Recruitment (2020)	SF Recruitment
Onboarding	No system	SF Onboarding 1.0 (2020)	SF Onboarding 2.0 (2024)
Performance & Goals	PageUp	SF Perf & Goals (2021)	SF Perf & Goals
Career Development	No system	SF Development (2021)	SF Development
Succession	SuccessFactors (WES)	SF Succession (2021)	SF Succession
Rostering & T&A	Kronos WF Central	Kronos WF Central	UKG Dimensions (2025)
Learning	SumTotal	SF Learning (2021)	SF Learning
Team Engagement	CultureAmp	CultureAmp	CultureAmp
Reporting	SAP (Coles)	SF Report Centre & Spinifex (2020)	SF Report Stories (2025) & Spinifex
Data Visualisation	Excel	PowerBI (2022)	TBA (2024)

