Kingston University -
ERP Implementation (HR)

Case Study

Challenge

Kingston University (KU) has recognised the pressing need to adapt to the changing world of Higher Education and prepare itself for some significant challenges ahead.

In response to these changes, the Senior team at the University aimed at better equipping the University to be competitive in an increasingly challenging student recruitment and funding environment.

As part of this, an initial review of the University's current support processes (HR, Payroll, Finance & Student) was carried out to assess the current maturity and effectiveness of the services on offer.

On completing this, the 'Unified Programme' was initiated to deliver transformational change to Kingston University's core Finance, IT, HR & Students (SITS) processes and systems. This included the redesign, remodeling and improvement of the back-office processes, systems (an ERP implementation) and people

(Target Operating Models) to meet the University's future business requirements, creating efficiencies and providing an excellent experience for students and staff alike.

Solution

Caja consultants had a number of objectives:

1. To facilitate the gathering of detailed HR & Payroll business requirements

2. Lead the design of HR & Payroll process re-engineering through their knowledge of industry "best practice" and the HEI sector.

3. To lead the Change agenda including idenitfication of stakeholder groups and interventions to support the transition to new ways of working

4. To ensure the 'readiness' of the organisation to receive the changes by identifying the level of impact created by the overall deliverables.

As a result, our Caja consultants' methodology was able to rapidly deliver early results and create a 'to be model' that fits with the University's articulated business requirements, based on best practice experience.

Activities carried out by our consultants include:

- Workshop facilitation to design new processes, taking into consideration the differing needs of the employee population, and identifying detailed business (and technical solution) requirements

- Working with senior leaders to lead the articulation of 'new ways of working' and designing/delivering a series of stakeholder events to move towards a transformed organisation

- Leading the design of standardised, repeatable HR & Payroll roles & responsibilities in order to deliver the target operating model

- Advice and guidance on the selected ERP tool

- Working alongside Kingston University employees including HR & Payroll staff to transfer knowledge and experience of similar successful programme

- Support the collection of key data for commencement to the ERP build & configuration

- Leading workstream planning, including the identification of programme risks, issues and dependencies.

Outcomes

Over a short period, over 120 HR & Payroll processes were identified & remodeled based on business requirements and best practice. These were being replicated within the new ERP system where approriate, with our consultants acting as Business Solution design authority during the build and test phase.

As the project progresses, there were c.30 events that were delivered and designed by our consultants, involving employees from levels of the University (both faculties and directorates), to engage with the new ways of driving through the business transformation agenda.