

CASE STUDY

DATA GOVERNANCE

Problem Statement

Client was encountering frequent errors in its HRM data despite recently implementing a new HRIS

Details

Client Industry: Financial Services

Company Size: 5,000 – 10,000

HRIS: Ceridian + multiple redundant legacy systems

Related Issues

1. Inaccurate reporting that wasn't trusted
2. No way to determine the true number of employees in a department or the company
3. Highly inefficient and manual data entry process across multiple systems

Result is excessive HR labor costs (data entry) and inaccurate reporting across entire company



Root Cause

Discovery was conducted and it was determined that client had no plan or foundation for data governance or rules

Findings

1. When the new HRIS system was implemented, data from legacy systems was imported into the new system. Client assumed the system would solve the data issues
2. Client wasn't aware of the importance or necessity of data governance
3. HRIS team led by individuals from HR and IT with little to no experience in managing HR data

The problem on the ground

"Every time we hire a new employee, I have to manually enter all their information in 3 separate systems"

– HRIS data entry specialist

"I can't really trust any of our ops reports. It's kind of the elephant in the room among the leadership"

– Operations EVP

"This new system was supposed to fix data integrity and it's frustrating that we just added more work to not fix the problem"

- Chief HR Officer

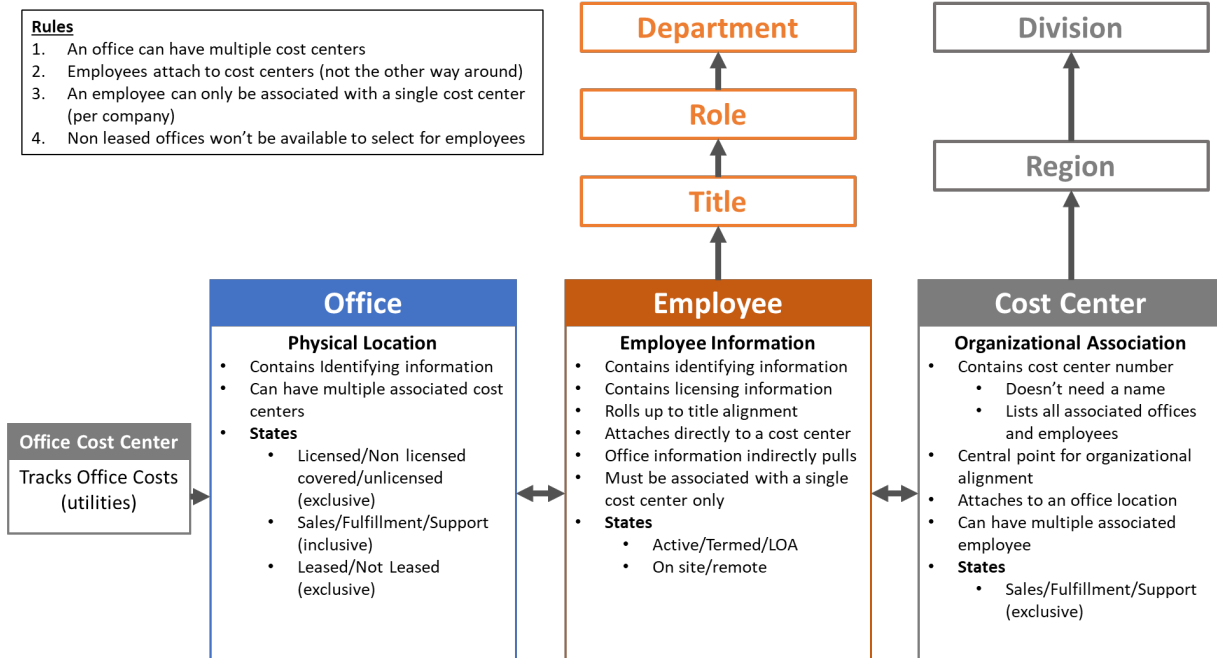
"It's not getting the attention it needs because it's not directly affecting revenue, but I can tell you, this is one of the biggest problems we're facing, especially as we're looking at M&A for growth"

- COO



Solution

Using the Dynamic Data Governance (DDG) Framework, a custom data structure was created to meet the present and future needs of the client



Details

- Data interactions catered to unique needs of client
- Lower level data is controlled by parent in hierarchy: E.g. to assign a title to an employee, first assign a department, which will open a drop down to all roles under that department. Upon selection of a role, only the titles available under that role will be shown
- Data admins do not have control over governing hierarchies. Changes to governing hierarchies initiated through workflow approval requests to appropriate managers
- High level organizational changes (such as moving a region) greatly simplified with a single click, since moving that region to a new division brings all associated data, direct and indirect, along with it



Impact

Data entry and errors reduced by >90% resulting in decreased labor costs and increased data accuracy and **>\$1.4M in labor savings**

IMPACT

Entry in 3 systems (1 current, 2 legacy) reduced to single point with reduced manual entry requirements

Increased accuracy and trust in data led to more efficacious reporting throughout organization

Management and maintenance of HRIS realigned to appropriate department and trained

Ability to seamlessly scale organically / inorganically

Result

Estimated \$1.4M in annual labor savings based on time study analysis

Trusted reporting led to greater insight into current state of business for better decisions

Corrected current state while ensuring it would be self sustaining internally

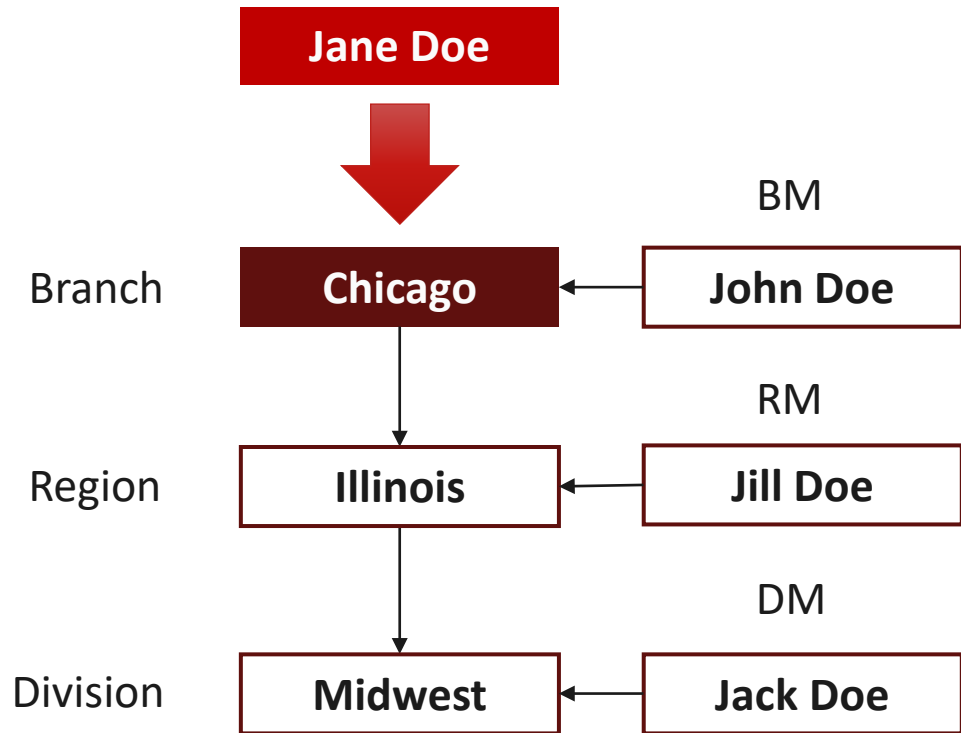
Pursued M&A opportunities due to reduced onboarding friction



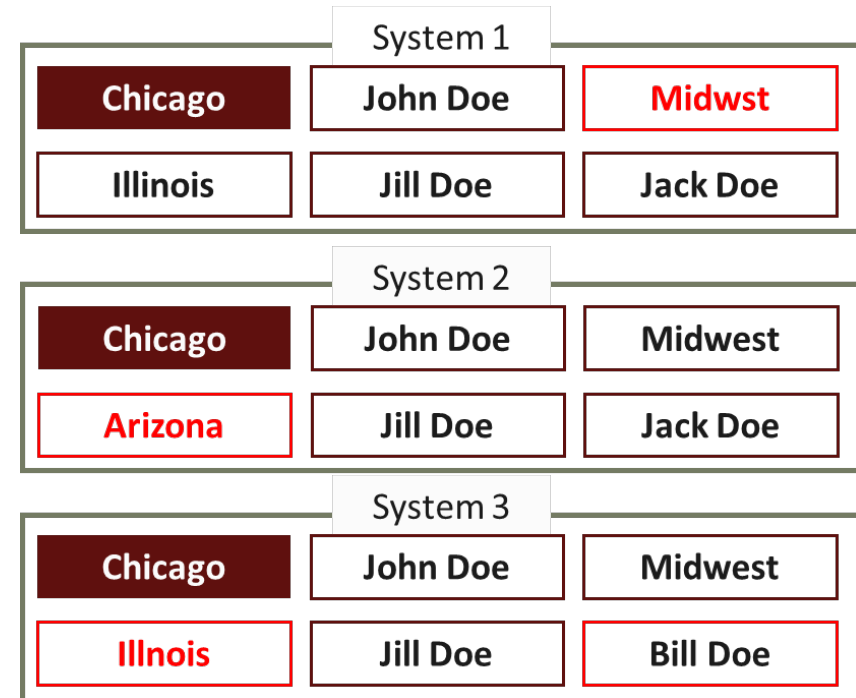
Appendix

Data Entry Current State Simplified Example

Example: Add Employee "Jane Doe" to branch "Chicago"



Manual Entry required in each system resulting in excess labor and introduction of human error due to fatigue / hand off

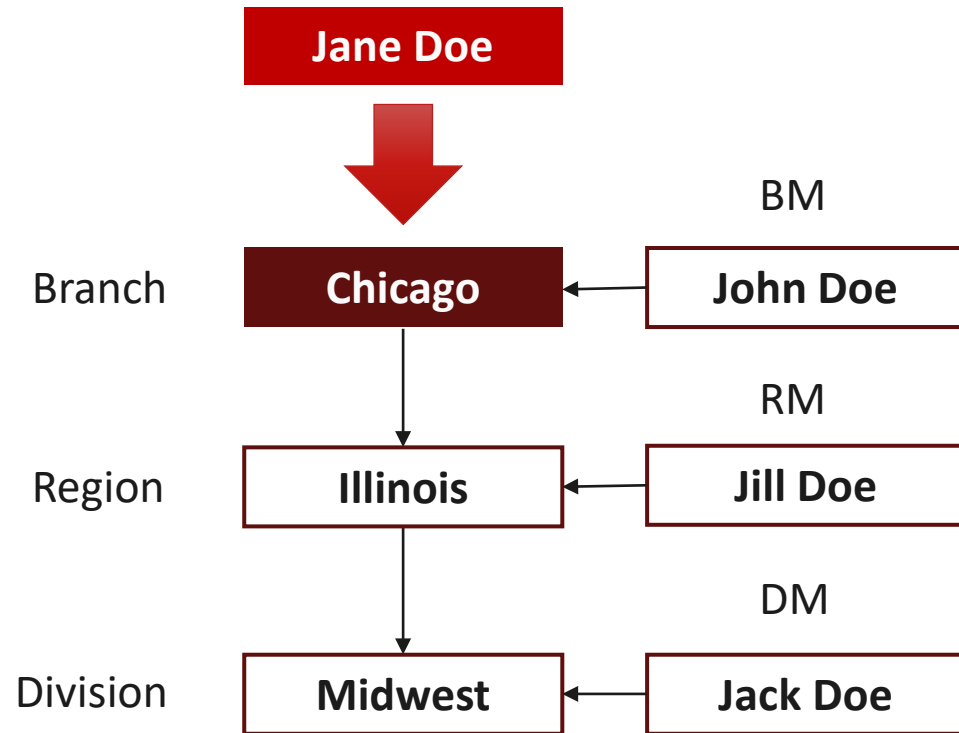


18 points of data entry in above example



Data entry solved state simplified example

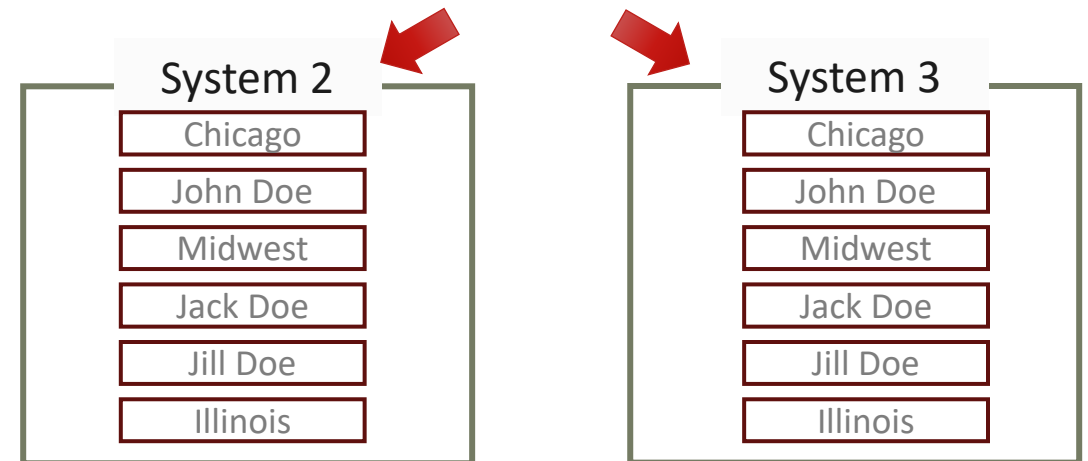
Taking the same data set example



We enter a single piece of data (Chicago) once and through data governance association, the system automatically brings in all correct associated data

Chicago	John Doe	Midwest
Illinois	Jill Doe	Jack Doe

And it automatically flows to other systems



Result is a 94% reduction in workload and virtual elimination of errors

