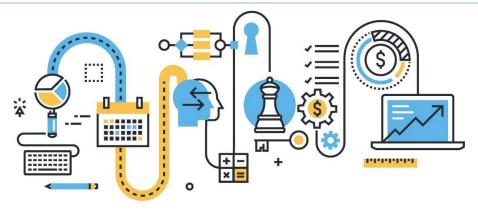# Creating Enterprise Business Automation in a Segmented and Manual Institution

Hudson Valley Systems - Case Study, 2014

Executive Summary

Client Challenge

1. A government agency's hiring process involved many divisions with distinct operational requirements, including separate systems for budgeting, HR and Payroll, and with distinct processing practices for each employee population.
2. Each division had manual business processes unique to their own office requirements and rules, with inter-division communication facilitated through manual mechanisms (e-mails, spreadsheets, manual reconciliation, etc.)
3. Each division's manual business processes were obstinately practiced in transactional isolation, reinforced by legacy procedures and subject matter silos.

HVS's Solution

1. HVS used the agency requirement of integrating PeopleSoft as an opportunity, partnering with executive leadership, to automate staffing transactions across the enterprise, creating automated communication and cross-system transactions between multiple enterprise systems.
2. HVS facilitated communication and solution design across and within individual divisions, maintaining divisional responsibility for respective realms of data ownership, while architecting enterprise transactions that automated business processes across all divisions.
3. HVS designed, built and implemented business automation tools for the agency, and connected the staffing transactions between previously disjoint SQL Server, DB2, and PeopleSoft platforms through real-time asynchronous web service messages.
4. HVS enabled transformation of the agency's business processing culture, introducing a common toolset for designing, processing and monitoring automated step-by-step business processes, training agency staff on how to design their business processes through the toolset, and contextualizing their business processing requirements as part of the holistic needs of the enterprise.

Impact on Client's Business

1. **Efficiency**
   In 2014, over 1 million staffing requirement checks and transactions were automated to only 160k 'one-touch' transactions.
2. **Automated Communications**
   From 2011 to 2014, the agency increased the number of automated notifications to its employee client base by 880%, enabling standardization of staffing notification language across the agency, providing consistency in timing and content of delivery, and increasing the efficiency of the workforce.
3. **Reduced Administration, Increased Focus on Enterprise Objectives**
   The HVS business automation toolset enabled the agency to focus less on administrative paperwork and manual transaction processing, and more on achieving agency objectives, including
   a. Identity and Security Management
   b. Quality Workforce
   c. Streamlined Central Operations

An Agency with Segmented Systems and Processing Operations

A government agency's hiring process involved many divisions, including budgeting, HR, finance, and payroll. Each division had distinct operational requirement to budget a position's salary and benefits, process hiring requirements and background checks, go through hiring approvals by senior management, and process the staffing transactions in different HR and payroll systems. Communication between divisions was often manual, through individually entered transactions, e-mails and spreadsheets.

Additionally, the complex business rules of each division resulted in silos of subject matter expertise, often ingrained by legacy procedures in the same staff that manually processed those same transactions for decades. This made for a less agile reaction to any changes in business requirements, and it also posed a risk to the agency in the form of possible attrition by expert staff.

Creating Business Automation with the Implementation of HR System Requirements

The agency was required by the city to integrate with a PeopleSoft HR system, as was used by other agencies in the city. Hudson Valley Systems partnered with agency leadership to utilize the integration as an opportunity to introduce business automation in an enterprise processing model.

HVS created a custom business automation toolset including

- Configurable step-by-step staffing requirements
- Automated notifications to position candidates and back-office processors
- Centralized review of the individual staffing processes with candidate's required credentials.

HVS facilitated working committees to inventory the agency's systems and processing requirements. Each system was emphasized for its area of data ownership or function, while redundant processing functions across multiple systems were stripped down and assigned to the appropriate system.

HVS's business automation engine was integrated with existing systems residing on SQL Server, DB2 and PeopleSoft platforms. HVS designed and built real-time automated communication between these systems utilizing web services, each service communicating the necessary information for processing staffing transactions in each system.

Automation and enterprise transactions enabled transformation of the agency's business processing culture. Staffing and processing requirements were contextualized as part of an overall enterprise processing model, and the design of any new processing requirements were conceptualized within the agency's new step-by-step processing engine.

Reduce Administration, Increased Focus on Agency Objectives

The business automation implemented by HVS reduced manual and administrative processing across the agency. In 2014, over 1 million background processing and requirements checks were processed with the initiation of only 160k 'one-touch' transactions. Agency resources were recalibrated to focus on the quality of staffing hires, and away from manual data entry and processing.

From 2011 to 2014, automated notifications to employees and back-office processors increased from 50k to over 455k, an increase of approximately 880%. Centralized automatic notifications enabled standardization of staffing notification language across the agency, providing consistency in content and timing of delivery.

The centralized business automation toolset not only provided the means for the agency to execute automated enterprise transactions, but working within the toolset transformed the agency's culture to contextualize each division's processing requirements within the enterprise's holistic processing requirements.

The tools created for the agency and the efficiencies resulting from system automation enabled focus away from administration and towards agency objectives:

a. Identity and Security Management: automated processing of employee background checks advanced the agency's objective of performing security checks on all potential employees
b. Quality Workforce: automated processing of credentials enabled verification and renewal monitoring of all credential requirements.
c. Streamlined Central Operations: centralized automation offered faster and more comprehensive processing and record keeping. Completion of hiring requirements are managed by the system and warehoused for future use.

Hudson Valley Systems, Partner for Strategic Vision and Execution

Hudson Valley Systems provided the management consulting to assist executive leadership in creating a vision for business automation in an enterprising processing model. HVS facilitated communication between distinct divisions, each with legacy processing procedures and silo subject matter expertise, and navigated division interests towards the enterprise mission.

HVS provided the technical and implementation expertise to create the agency's business automation toolset, and connected existing enterprise systems across different technology platforms for real-time transactions utilizing web services and message queues. Through this strategic vision and expert execution, Hudson Valley Systems transported a segmented institution into an automated, intelligent enterprise.