

ERP – Performance Support

Profile

The Internal Revenue Service is a US Federal Agency of the Department of the Treasury.

Situation

The IRS needed a solution to ensure that its knowledge workers were able to establish and maintain job positions and organizational charts in the new Administrative Staffing and Charting System based on PeopleSoft. Three days of training did not accomplish the goal as error rates ensued at 35%.

Solution

EPSScentral applied its Performance Center Design (PCD) methodology and a model-driven content development and contextualization tool to create process-centric “wizards” for the 400 knowledge workers.

ROI

- Decreased time-to-competency from 3 days to 1 hour (95% decrease)
- Eliminated 3 days of training and associated development and maintenance costs
- Increased accuracy and completeness of work from 65% to 99%
- Reduced system and support maintenance costs by over 90%.
- Total one-year net savings: \$4,000,000.

The Internal Revenue Service was recently faced with transforming itself from a traditional government bureaucracy to an organization managed more like a business. This required re-engineering its human resources infrastructure to more closely resemble private enterprise. Included in the transformation was the choice of the PeopleSoft HR enterprise system, which was renamed ASC – Administrative Staffing and Charting. The portion of the system to be rolled out was limited to the functions around creating job positions, managing job positions, and filling job positions. Ancillary functions, such as creating organization charts and generating reports were relegated to third-party tools.

The Challenge

Existing HR systems did not support a data model appropriate for managing positions. Thus, the new position databases had to be established, populated and maintained within ASC/ PeopleSoft. This required the position management knowledge workers to complete eight (8) complex processes. Further, the knowledge workers had to master third-party organizational charting software and also had to run standard query-language reports. The error rate on these tasks averaged 35% - regardless of how much training the knowledge workers received.

The Solution

The IRS looked to EPSScentral to create a proof-of-concept performance support system based on its PCD methodology and a model-driven content development and contextualization tool to perform key measurements around time-to-competency and error rates, while eliminating training. The proof-of-concept was created and tested over a two-week period. Measurements suggested that all of the previous three (3) days of training could be eliminated, except for a one-hour or less overview that could be conducted at a distance, and that the errors and omissions would be eliminated. The solution was created and deployed over the course of a single day, with all projected results substantiated from the 400 users – realizing the stated ROI.

The Results

Three (3) days of training were reduced to less than one hour of overview to achieve competency. Accuracy and completeness were increased from 65% to 99%, and maintenance costs for a support solution were reduced by over 90%.

Net savings measured over a one year period were \$4 Million.

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