Business Process Management

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1. Executive Summary

About GLOCO

GLOCO is a U.S.-based medical device manufacturing company employing over 7,000. GLOCO's market share has experienced exponential growth in the past 5 years which has required a staff increase of approximately 20% in each of the five years.

About T3 Technologies

T3 Technologies is a company that specializes in implementing technology solutions for Human Resource departments through business consulting, information technology, and software engineering services.

The Business Problem

GLOCO has experienced difficulty hiring and retaining good employees for a number of reasons. Each division has its own hiring procedures, but no division has access to a recruiting system which tracks and moves applicants through the hiring process. Resumes of qualified applicants are lost and rarely discovered in time for inclusion in the hiring process. GLOCO's recruiting process is a manual one and can take up to 8 weeks to move a candidate through the recruiting and onboarding process. Outdated information is considered in the hiring process; for example, pay grade changes and new positions have been created leaving recruiters to make offers based on obsolete figures.

These problems have resulted in typically poor quality new hires. Many do not complete the probationary period; others leave early due to a poor fit.

GLOCO's upper management knows that effective employees are key to continue the company's growth and that current methods do not provide the company with what it needs.

The Solution

GLOCO needs to implement a recruiting system that utilizes best practices in hiring. T3 Technologies will help GLOCO to implement Pegasystems' most current Business Process Management (BPM) solution: Pega 7.
Summary
T3 Technologies will work closely with GLOCO to understand and automate their recruiting process. Focus will be to improve coordination between departments and provide GLOCO with the ability to quickly modify the recruiting solution without consulting with developers.

2. Business Requirements

Business Objectives
GLOCO needs to remain competitive in a quickly-expanding market. To do this, they must hire and retain effective, productive, happy employees. GLOCO must make sure each new hire is a good fit and is quickly and properly evaluated and onboarded.

Existing Business Process
Currently, GLOCO does not have a single business process; rather, it has dozens (Figure 1). Each division, and sometimes each office within a division, has its own method for hiring. Some divisions are fairly effective. Central Finance, for example, has a strict process that they adhere to religiously, and that will be used as the framework for GLOCO's new recruitment system. Other offices do not do as well. Examples of these disparate processes include:

- The Dedicated Recruiter/Strict Checklist method: Central Finance currently uses this method. One employee has the responsibility to manage all contacts with candidates. This individual knows the process inside and out, and if the individual should forget something, the division has a checklist to fall back on. This recruiter may use elements of the following three methods, but all are recorded and all are done within the framework defined by the checklist.

- The Email method: This is by far the most common process. All interactions with the applicant are done via company email. Resume collection, initial questions and contacts, interview scheduling, follow up, and offers all go through a staffer's email inbox. Some offices find this method very effective because one individual is assigned to manage all communications and a dedicated recruiting inbox. Other offices are more haphazard, and may have several people involved in the email chain, separating communication across inboxes. Even the better organized offices have difficulty with applicants caught in spam filters or messages not delivered due to email's best attempt nature.
The Phone method: Often mixed with the email method, the phone method moves several contacts to the telephone. These contacts often leave little or no paper-trail, save any notes the recruiter might have made.

The Facebook method: One small office entirely depends on its Facebook page for recruitment. Posting, contacts, and offers are all done through the Facebook interface. Because Facebook heavily filters what users see, messages are lost more often than they're seen in this method.

In all these methods, there are only two elements that never change: final offer approval and a number of onboarding steps. These go through Central Human Resources. Currently these steps in the process are triggered by the recruiting office which completes a paper or fillable PDF form and sends it to Central HR.

Figure 1: As-is diagram
Required Functionality

From analysis of the company's existing processes, GLOCO management has determined that any new system put in place must be capable of the following:

- The system must enforce a basic process framework: GLOCO divisions need to settle on a single process that all departments will follow. Because individual units are already known to cut corners when they can, the system must enforce the steps and the order in which they occur.

- It must allow for individual division and office variations within the framework: Hiring for IT is different from hiring for Engineering, but only in the particulars. While every division will need to complete certain steps, GLOCO is a big place, and each office will have variations on the theme. Any new system must be able to allow for local requirements to be defined by local recruiting managers.

Figure 2: To-be diagram
● It must allow changes to be made on the fly by appropriate data owners: In addition to local hiring requirements, GLOCO also often has changes to the existing pay grade buckets, either in numbers or which employee types apply to which bucket. These changes need to be able to be made by the individuals in control of the information and should not have to be processed through a programmer or require the information owner to learn scripting.

● It must automate processes where possible: This includes triggering offer letters, interfacing with social media, proceeding from step to step in the workflow, and basic onboarding. This is particularly important in the offer and onboarding steps—processes that are not typically handled in commercial recruiting solutions such as a Bullhorn and Kronos.

● It must integrate with the existing payroll system: GLOCO uses Kronos Workforce Ready to handle payroll and benefits. While all changes to Kronos are currently manual, the new system will automate updates to Kronos at appropriate points in the workflow.

Proposed Business Process

In the future, all of GLOCO’s business units will have to adhere to the following recruitment requirements:

● A business unit must use the online recruiting system from start to finish

● A business unit must follow the basic 7-step framework as described below
A business unit may define substeps within the framework, but must pass through each major step officially.

T3 Technologies will use Pega 7 to create a recruiting software solution (Figure 2). This will be used to track candidates and move them through the recruiting and onboarding process. It will be used to coordinate between all departments that are involved in the hiring process.

Pega 7 will enforce the following process framework (Figure 3):

- Preplanning/Description of Position
- Job Posting and Recruiting
- Pre-screening
- Interviews
- Feedback
- Offer
- Onboarding

The final offer and onboarding steps will be automated through integration with the existing Kronos Workforce Ready payroll system and a legacy badging system that is used to create employee access badges.
After Pega 7 is installed and all recruiting flows are automated, the system can be used to automate other business processes within GLOCO. Figures 4 and 5 are example flows for the newly proposed interview and onboarding flows.

Business Benefit Justification

GLOCO expects to grow its staff by 20% each year over the next five years. As a result, recruitment time and training will be at a premium. GLOCO is also experiencing a higher than average turnover of 18%; these positions need to filled.

GLOCO estimates $26,000 in turnover costs for each lost employee and $7,000 in lost productivity and employee time tied up in a new hire. Streamlining processes should limit these costs by decreasing time committed to hiring employees that are a better fit.

The implementation of Pega 7 will cost $860,000; yearly maintenance is estimated to cost $50,000.

GLOCO calculates that $590,000 per year is spent on maintenance for its existing disparate systems. After implementation of Pega 7 this funding will be used on other projects, as will developer time that currently goes toward maintenance of these systems.
Success Metrics
To evaluate the success of the Pega 7 project, GLOCO will measure and compare before and after statistics relating to onboarding time, employee turnover during the probationary first three months, and position repostings.

3. Technical Specification
T3 and GLOCO will be developing a new recruiting application using Pega 7. This new application will serve three user groups via three separate web pages; integrate with Kronos, an existing Oracle database, and a badging systems; and live on a Pega 7 platform for dynamic rule execution (Figure 6).

![Figure 6: Architecture diagram](image-url)
Architectural Approach

Pega 7 can be built on multiple web servers and databases. Tomcat is the most commonly used web server, and the databases that can be used by Pega 7 are SQL Server, Oracle, and PostgreSQL.

GLOCO uses Oracle for its employee information system. This database can be used for Pega 7 without interfering with the existing system. Pega 7 will also need to connect to the existing Kronos Workforce Ready server that handles payroll and benefits enrollment.

The processes and rules of Pega 7 can run across multiple platforms. In GLOCO’s architecture, Pega 7 will be deployed on a Linux server.

Pega 7 is built on top of a rules database and includes tools for help documentation and service administration. Pega 7 supports multiple solution frameworks—for example, a human resources
framework. Applications are built on the framework and user portals built on top of the application.

Software Solution

Pega 7 is a rules engine used to execute business rules at runtime. A "rule" defines a single aspect of an application such as a piece of business logic or styling of the user interface. Pega 7 provides the ability to build fully-featured applications from rules without writing any code.

Rules are built through a simple user interface. When a user saves a rule, Pega 7 creates the appropriate Java code needed to execute that rule. At runtime, this Java code is compiled and run.

Rules live in a database table named “pr4_rules” with each individual rule in a separate row. A property called a “pzInsKey” is used as the primary key for a rule and contains a name and a timestamp to uniquely identify the rule.

End User Portals

Three end user portals will be created for GLOCO users:

- Recruiters: contractors hired by GLOCO to find a candidate for a job posting
- Recruiting managers: GLOCO employees who create job postings and are responsible for recruiting for high profile positions including the director level and above; a recruiting manager can also change pay grades.
- Hiring managers: GLOCO employees looking to hire new candidates; hiring managers are responsible for interviewing candidates

An access group will be created for each type of user and mapped to one of the three portals. Access groups are used to restrict the actions a user can perform. A username and password will be generated for each user. On login, a user will be automatically directed to the correct portal based on the relevant access group.

User interfaces for the portals will be created using section rules. Section rules have a drag and drop interface that allows configuration of a screen through the drag and drop of form elements. Pega 7 translates section rules to Java code which executes at runtime to produce HTML to render the specified interface.
Recruiter Portal

The recruiter portal will allow a recruiter to search for existing candidates, post jobs to LinkedIn, Facebook, and Twitter, and schedule screening interviews and in-person interviews. This portal also allows recruiters to provide feedback on how the screening interview went and to accept or reject a candidate after an interview.

Reports will be built to display information on current and past candidates. Filters will be used to identify candidates by application, recruitment date, or name. Filters are configured through report definition rules. These rules specify what columns will appear in a report and which columns can be filtered on when viewing a report.

A column in a report maps to a database column. Table joins can also be specified in report definition rules. These rules automatically generate a select statement to look for the appropriate columns, apply appropriate filters, and join tables. Specific kinds of data, in Pega 7, are stored in the BLOB format. Reports cannot directly access BLOBs. If BLOB data needs to be reported, the “expose properties” wizard will be run to pull BLOB data into a database column.

Recruiting Manager Portal

The recruiting manager portal will allow a manager to search for existing candidates, create and email an offer to a candidate, change existing pay grade ranges, add or remove pay grades, and enter employee information such as start date, department information, and pay.

Hiring Manager Portal

The hiring manager portal allows the hiring manager to select a candidate from a list of recently interviewed candidates and to enter feedback from the interview. The hiring manager can either hire or reject a candidate.

Onboarding of Candidate and Interview Process

The flow modeling tools built into Pega 7 will be used to map out sub-processes that make up the full life cycle of the recruiting process. Each step of the recruiting process will require that a flow be built; the application will progress through that flow at runtime. Interview and onboarding processes will be executed from flows similar to the those shown in Figures 4 and 5.

If the recruiting processes change, flows can be easily modified by a business user without the need to contact a programmer. Early in the transition process at GLOCO, changes are expected...
to happen frequently as the recruiting process is only beginning to be formalized. Java code is immediately generated on save of the flow; the code will be compiled and executed at runtime to dictate how a user progresses through a flow. Redeployment of Pega 7 is not necessary after changes.

Recruiters will be able to view the current candidate list through a report. Recruiters can look at a candidate by selecting the candidate from a list. The recruiter can then choose to start the screening process thereby triggering the start of the onboarding flow and creating a “work object”. A work object is essentially a session object; it saves the current state of the process. A work object exists as a single row; it contains properties associated with the onboarding and interview process such as “interview date” or “proposed salary”. Flows may interact with work objects. For example, the onboarding work object will interact with candidate and job posting work objects created by other flows.

As shown in Figure 5, the first step in the onboarding flow calls the interview flow. The interview flow (Figure 4) presents a new screen to the recruiter and allows scheduling of a screening interview. Once scheduling is complete, the recruiter can close the screen. Recruiters may then open the work object from their portal, at a later date, to enter interview results.

Based on the results of the screening interview, logic is applied to approve or reject the candidate. If the candidate is rejected, the candidate work object will be resolved and removed from the database. If the candidate passes, the recruiter will be able to schedule an interview with a hiring manager. After the interview is scheduled, an email will be automatically sent to the hiring manager for confirmation. The hiring manager will then interview the candidate, log into the Pega 7 recruiting system portal, and enter the results. Again, the candidate may be rejected or passed. If the candidate passes, the interview flow completes and the onboarding flow begins to execute again.

At this stage, the system returns to the onboarding flow and an email is automatically sent to the recruiting manager. The recruiting manager may login and select from the work list to start the candidate’s offer letter. The recruiting manager will be prompted to enter a pay grade and obtain a salary for the candidate and to enter other details such as start date, job title, and vacation time. Upon completion of this screen, an offer letter is automatically emailed to the prospective employee.
If the candidate accepts, the job posting work object will be resolved. The recruiting manager can now log back into the system to enter new hire information such as date of birth, social security number, and home address.

Several automated processes now trigger including: emailing HR to schedule orientation, emailing IT to order IT equipment, and sending requests to systems integrated with Pega 7 (See Integrating with External Enterprise Applications).

Exposing pay grades

A map value rule will be used to allow a user to input a pay grade and range and get back the value that fits the request. This rule will be represented by an Excel-like table (Figure 8) and is easy to modify so that pay grades can be changed and new pay grades can be entered. Pay grade rules will be exposed on the recruiting manager portal.

Integrating with existing enterprise applications

GLOCO’s current recruiting process is paper based, so few integrations are needed.

Figure 8: Pay grades rule interface
Kronos

GLOCO uses the Kronos Workforce Ready software solution to handle payroll and benefits. New employees are added, manually, to Kronos. An email is sent to an employee on the start date to register for payroll and benefits through a Kronos portal.

Kronos provides a Workforce Integration Manager tool so that 3rd party products can integrate with their current software solutions. This tool provides an XML API via SOAP and WSDL. Pega 7 also provides integration tools that can be used to send a SOAP request to the Kronos solution. When a new employee accepts an offer, a request will be sent to the Kronos system to register and enroll the employee in payroll and benefits.

In Pega 7, a SOAP-Connect rule must be created to connect to the Workforce Ready Software solution. This is done through the Connector and Metadata accelerator wizard. This wizard allows a user to identify the URL of the WSDL file for connection to the SOAP Web service. The wizard can be used to specify any request parameters or headers; it also allows a user to create data mapping rules to map the results to properties in Pega 7.

Services exposed by Kronos include:

- Create payroll benefits for new employees
- Retrieve existing employee payroll information
- Update existing employee payroll benefits

Oracle Employee Database

GLOCO currently has an Oracle database for employee information. This database contains personal information as well as job title, salary, pay grade, department, and manager name. After implementation of the recruiting software, new employees will be automatically added to this database upon accepting an offer. The Oracle database also contains a list of all departments and cost centers at GLOCO. When a position is opened, the recruiting software will use this database to determine the department and hiring manager connected to the position.

Pega 7 will connect to the Oracle database using the External Database Class Mapping Wizard. This wizard is used to specify the database and the table Pega 7 must connect to.

The wizard creates a new Pega 7 class with properties that map to each column in the chosen table. One instance of the class exists for each row in the database table. When a new
employee accepts an offer, a new instance of the class will be created with the employee's information and added to this table. The primary key of the existing database tables will still act as the unique identifier when mapped to Pega 7. The External Database Class Mapping Wizard will need to be run for each table Pega 7 needs access to.

Badging System
One of GLOCO’s business units uses a badging system to create building access badges. This system is currently not integrated with GLOCO’s employee database. However, the business unit that uses it hopes to retain it after the implementation of Pega 7.

The badging system will be integrated via a new Java web server built on the server hosting the system (Figure 9). When creating a new user, the following data is required:

- Employee ID: maximum of 11 alphanumeric characters
- First Name: cardholder’s first name; input a maximum of 30 alphanumeric characters
- Middle Name: cardholder’s middle name; input a maximum of 30 alphanumeric characters
- Last Name: cardholder’s last name; input a maximum of 30 alphanumeric characters
Figure 10: Screen for a user creating a requisition for a job

Figure 11: Read only screen for viewing an existing job posting.
• Suffix Name: cardholder’s title; input a maximum of 5 alphanumeric or special characters
• Badge Type: links to the badging tab; used as badge ID of a particular cardholder
• Printed Badge Name: the name displayed on the badge ID/card

An endpoint, [http://10.121.3.132:8080/GlocoBadge](http://10.121.3.132:8080/GlocoBadge), will be created to allow the web server to consume the above data. This endpoint will be added to the Pega 7 system.

**Solution Demonstration**
Multiple screens will be made for the appropriate users to enter and view data. See Figures 10 and 11 for examples.

**4. Implementation**

**Solution Development and Timeline**
GLOCO's BPM Implementation will be a collaborative effort between GLOCO and T3 Technologies. While Pega 7 is easy to deploy and easy to integrate with existing tools, there is a steep learning curve for business users developing flows. T3 Technologies will aid in training GLOCO’s internal Education Team and also with flow design, to help ease this transition.

**Deliverables**
T3 will provide GLOCO with the following:

• Install of Pega 7, including:
  • Three instances of zLinux server
    ■ Development Region
    ■ Testing Region
    ■ Production Region
  • Tomcat web server
  • Adjustments to existing Oracle database

• Integrations with:
  • Kronos Workforce Ready
  • Oracle Employee database
Legacy badging system

- Recruiter, recruiting manager, and hiring manager portals
- Automated business flows for onboarding, interviewing, and job postings
- Wrap-up/post-mortem document

Deployment

GLOCO and T3 will follow Scrum methodology during this implementation. Scrum will be used during requirements gathering, development work, and bug fixing phases, including deployment of the project into the three server regions. T3 Technologies will build and initially support these environments for GLOCO. For this project, the Scrum product owner will be a Senior Business Analyst from Central HR at GLOCO. This will make it easier and more efficient for T3 developers to work with GLOCO should any requirements change after the gathering phase has completed. Sprints will be two weeks in length.

Development and Unit testing will be done in the development region. Testing will also be done by T3 to confirm that simulated data can be sent to the integrated system. GLOCO business users will perform testing in the testing region by walking through each flow to determine if the flows meet their business requirements. During the initial rollout phase, bug fixes will be done in the development region and then promoted to the testing region for further testing. Pega 7 provides a built-in version control tool which will be used to export an archive that can be deployed in higher regions.

Most development time will be allotted to integration and flow development with focus on T3 understanding of GLOCO's flow needs, thoroughly, before touching any hardware or software.

Initial flows will be developed by T3 Technologies working closely with hiring managers and recruiting managers across multiple GLOCO divisions; this is to ensure that the flows satisfy all known recruiting needs on launch.

Central Human Resources is the GLOCO division that will work most closely with T3 Technologies during the development phase to confirm that data mapped to Pega 7 through various wizards is correct and complete. Central HR will also house the first business users of Pega 7. Offer approval and basic onboarding tasks previously performed, manually, by Central HR will move to Pega 7. Central HR will be considered the owner of the Pega 7 project and will
be responsible for ascertaining user roles as roles will almost always map to existing employee responsibilities.

Manufacturing will become GLOCO’s first division to use Pega 7 from start to finish in the hiring process.

**Timeline**

Flow and portal development will require three T3 resources full time and one GLOCO business user. User Acceptance Testing will be done by GLOCO business users representing each of the three user types to allow GLOCO to see if the implementation meets all of the business requirements.

![Timeline Diagram](image1)

*Figure 12: Timeline*

![Development Phases Diagram](image2)

*Figure 13: Development phases*
Since testing is done by GLOCO, and GLOCO is being trained and providing training, an agile methodology will not be used for those phases of the project. Scrum will only be used by the development team.

Training of Education Team members will be done through Pegasystems’ System Architect two week training program. This training covers the basics behind creating an application with Pega 7 and covers the different types of rules. This training will coincide with testing. Training of the Manufacturing and Central HR groups will be done by GLOCO’s Education Team. This training will cover day in the life scenarios and training on how to use all three portals. Training will also briefly cover roles and responsibilities.

June 1, 2015 will be the go-live date where the recruiting application is deployed to the production environment. Immediately afterward, there will be a one week review/post-mortem period. Phased rollout will begin with Manufacturing and Central HR. Six months after initializing phase 1, the phased rollout will be complete.

Milestone Dates

- Project kick off: January 2, 2015
- QA deployment I: March 20, 2015
- Bug Fixes and QA deployment II: April 10, 2015
- Production Live date: June 1, 2015

Operational Readiness

GLOCO has an existing internal Education Team whose role it is to train users in new technology and to support employees in day to day use of various company tools. It is critical
that the Education Team be comfortable with Pega 7, both as flow architects and basic users before launch.

To this end, T3 Technologies will train GLOCO's Education Team to be Pega 7 System Architects. The Education Team will then train the division’s recruiting managers to be able to modify existing flows. Finally the Education Team will train the hiring managers and the recruiters in the use of the system.

The Education Team will be on hand for the first week of each phase with each division’s hiring managers and recruiters to assist with any issues.

T3 will support the portals and flows that were created for six months after the go-live date. This involves fixing any bugs found while using the flows and portals and fixing any issues with the integration of external systems.

T3 will not make any flow changes; at this point GLOCO should be comfortable making these changes. GLOCO should also be comfortable with creating new flows so if there are any future business processes that can be automated GLOCO, should be capable of automating them. T3 can also be contracted out to build new flows.

<table>
<thead>
<tr>
<th>Training</th>
<th>T3 Technologies Responsibilities</th>
<th>GLOCO’s Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Train GLOCO's Education Team to be Pega 7 System Architects</td>
<td>Train the users of the system in each division. Additional training given to Recruiting Managers.</td>
</tr>
<tr>
<td>Support</td>
<td>Support the portals for 6 months and the servers for 12 months after go live, fixing bugs and resolving integration issues.</td>
<td>Provide face to face support to each division as the transition to the new system occurs.</td>
</tr>
<tr>
<td>Enhancements</td>
<td>Can be contracted out to create new flows</td>
<td>Recruiting Managers can modify existing flows, GLOCO can create new flows.</td>
</tr>
</tbody>
</table>

User Enablement

GLOCO’s fragmented existing process means that a phased rollout will be ideal. The Education Team will work with one division at a time to train appropriate employees in the use of the
system. Once a division’s users are comfortable in the system, that division will transition to Pega 7 as their only recruiting tool.

Throughout the process, Central HR will update the GLOCO community on progress and make each division aware of their spot in the rollout queue. The intention is to give as early a warning as possible that change is coming and to make sure that individuals involved in the training process know exactly when they will be transitioned.

Each division will have recruiting managers who are considered subject-matter experts (SMEs). Only these SMEs will be specifically trained to modify the flows and portals. For example, a recruiting manager who is part of the SME team can change pay grades in the production environment, but more complex changes, such as flow changes which affect process, will need to be made on the development environment and pushed through to production only after testing.

Risk and Mitigation Strategy

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Mitigation Strategy</th>
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</thead>
<tbody>
<tr>
<td>Continuous change of requirements and requirements not</td>
<td>Medium</td>
<td>High</td>
<td>Iterative gathering of requirements and sign offs by Business and T3 consultants. Requirement checkpoints throughout the requirements gathering phase.</td>
</tr>
<tr>
<td>correctly identified</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Integration Issues</td>
<td>High</td>
<td>High</td>
<td>Extensive Unit, integration, User acceptance testing. Backup of Database tables prior going live. Phased out to production to minimize risks.</td>
</tr>
<tr>
<td>Communications and coordination issues</td>
<td>Medium</td>
<td>High</td>
<td>Educational Team is responsible for coordination with vendors. Involvement of IT and Central HR from the start. Phased roll-out to contain the impact of changes.</td>
</tr>
<tr>
<td>User Resistance to Change and acceptance</td>
<td>High</td>
<td>High</td>
<td>Strong stakeholder sponsorship and strong user training and enablement in iterations during all phases of project plan. Different divisions Business users will be made aware of the change coming.</td>
</tr>
</tbody>
</table>
Preparation of training materials and sessions for the different users.

Success Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
<th>Metric Collection</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Reposting Rate</td>
<td>90% ↓</td>
<td>Track how long an offer has been open. Solution: Well defined job postings and the job postings are sent to numerous social sites.</td>
<td>1 year</td>
</tr>
<tr>
<td>New Employee Turnover</td>
<td>10% ↓</td>
<td>Measure turnover in newly hired employees. Solution: Hiring better qualified employees—a better “fit” for positions.</td>
<td>3 months</td>
</tr>
<tr>
<td>Onboarding Time</td>
<td>50% ↓</td>
<td>Length of time to get the new employee set up after an offer is accepted. Solution: Integrate systems to the system to automatically set up accounts on offer acceptance.</td>
<td>9 months</td>
</tr>
</tbody>
</table>

GLOCO began this project with three clear goals in mind: 1) to reduce onboarding time, 2) to reduce employee turnover in the first three months, and 3) to reduce repostings.

Due to the phased rollout, GLOCO does not expect a huge impact right after launch. Improvements will come slowly, as divisions are included in the rollout, with peak improvement expected approximately nine months after initial rollout.
References


<http://www.sevensteprpo.com/recruitment-process>.


<https://pdn.pega.com/user-interface/user-interface-overview>.


To access the Pega PDN, please use the username E200Capstone@gmail.com and password E200Capstone.