

JOINT PERSONNEL ADMINISTRATION

Modernising pay, pension and personnel administration

Fact sheet

Introduction

Joint Personnel Administration (JPA) is a joint HP and Ministry of Defence (MOD) programme that has harmonised and modernised the Army, Royal Navy and Royal Air Force personnel needs under the umbrella of the Service Personnel and Veteran's Agency (SPVA), including streamlining payroll, pension and personnel administration needs and implementing a shared service. JPA is supported on an ORACLE-based solution incorporating converged tri-Service working practices to enable one of the largest and most important business change programmes ever undertaken by the MOD.

Overview

JPA is one of the largest implementations of ORACLE Applications in the world pushing the boundaries of the ORACLE Suite including human resources (HR), payroll and employee self-service to provide a wide range of functionality and meet the unique needs of the MOD. HP's proven track record and expertise in integrating IT solutions and administrative processes – combined with a detailed understanding of the Services' personnel administration needs – made JPA possible. A strong partnering arrangement underpinned the approach to the significant change programme. To succeed, the MOD and HP worked closely together to develop a comprehensive understanding of the business requirements and meet the many challenges in a coordinated effort.

JPA is at the forefront of the UK Government's philosophy of using technology as a strategic asset. Technology alone does not transform an organisation; it is only when technology is used in conjunction with robust, repeatable business processes coupled with partnerships based on trust, expertise and a shared vision do they succeed. JPA is a truly unique and innovative project providing a world class service.

Cost savings

HP progressively modernised and technically refreshed the infrastructure to reduce its complexity and operating costs and maintained interfaces to the MOD's secure wide area networks to ensure

quality service delivery. As the new enterprise-wide personnel administration system was implemented, HP phased out most of the legacy applications. The new JPA system and associated change programme were successfully rolled out in phases to the 300,000+ members of all three Services from April 2006 to April 2007 on schedule, to budget and to specification. JPA service has subsequently successfully delivered every critical payroll and continues to meet or exceed client expectations and performance targets.

The JPA success

- To succeed with JPA, the joint MOD and HP project team overcame several major challenges:
- Maintaining legacy pay and pension service provision to over 300,000 members of the Armed Forces and 350,000 pensioners, whilst simultaneously building, testing and implementing JPA
- Rolling out a massive change programme involving fundamental changes in the way the MOD operates its personnel administrative functions, pay and allowances and in the way each individual takes ownership of their personnel data and interfaces with the personnel administration system
- Building and sustaining a partnering ethos within the JPA project team
- Allowing troops in deployed operational environments worldwide access to JPA
- Managing the accurate and timely transfer of millions of lines of data from obsolete legacy systems onto JPA
- Configuring the core Oracle HRMS system to meet the exacting and unique requirements of the MOD
- Providing an online virtual training solution for 300,000 self-service users and additional specialist training for 9,000 professional users

"Given the size and complexity of the JPA programme, it is remarkable that we have implemented it so smoothly,"

**Commander-in-Chief
Land**



Accomplishments

- Harmonised and rationalised pay and allowances across all three Services
- Remote secure system access worldwide whether on land, at sea or on operational duties
- Self-service access for over 300,000 users to view pay slips, submit on-line expenses or leave requests, or change personal details
- One-stop Enquiry Centre for all pay, pension and personnel administration and IT issues, handling around 10,000 calls weekly, average call waiting times under 10 seconds and 85 percent enquiries cleared at first point of contact.

Return on investment

The business case projected £600m savings in the first ten years following the JPA rollout. Business benefits started to flow in the first few months of operation and savings have been ahead of the run rate with over £300m delivered in the first four years.

- Substantial administrative savings by enabling individuals to update their own personal information, apply for leave and process expense claims online. One year after rollout, over 1,400 HR administrative positions within the MOD had been reduced allowing resources to be reassigned to operational duties.
- Less centralised administration allowed JPA to deliver an improved service, enabling reassignment of a greater share of the Defence budget to operations
- Entering key information only once, avoiding the need for multiple entries, duplication of effort and reducing errors.
- Significant improvement in the timeliness, accuracy and detail of managerial reporting.
- Reduced timescales to introduce new policy or legislative changes.

Groundbreaking innovation

The size, complexity and age of the legacy environment, coupled by the more than 23 million rows of data to be migrated and the overarching security requirements, made this one of the most complex and challenging data transformation and migration tasks ever undertaken. The solution delivered a level of rigour, integrity and audit to the process that provided the necessary level of confidence and an unprecedented outcome.

- JPA transformed paper-based, batch entry by dedicated clerks to employee and line management self-service in real time with underlying workflow.
- An innovative online training package enabled 300,000 members of the Armed Forces and 9,000 HR professional users to be trained on JPA prior to accessing the system.
- Innovative technical, communication and process solutions enabled front-line operational units to use a deployed version of JPA that can operate with intermittent communications – on land or at sea.

- A true partnering ethos was built within the project team, with commercial sensitivities and egos set aside and successful delivery of JPA paramount.
- A dedicated online portal to JPA was provided, communicating real time information to HR professionals and self-service users, on process and service performance.

Awards

- In May 2010, the success of the HP MOD partnering relationship in delivering JPA was recognised externally with two top awards at the prestigious Shared Services Outsourcing Network (SSON) Industry Awards. The first award was for 'Best Mature Outsourced Services Delivery' for its management of the JPA system. It then went on to beat organisations from across Europe, the Middle-East and Africa to win the highest accolade of the night – the 'Winner of Winners' award.
- February 2011 saw another major award at the 2011 'Human Capital Management in Defence' (HCMD) Awards held in Arlington, Virginia. This was the top award for 'Best Implementation of an Enterprise Technology System' which recognises the best program implementation of a human resources technology system, aimed at streamlining a specific HR process in order to drive down costs and improve efficiency and productivity.

SPVA today

The HP SPVA team administers more than 300,000 live pay records and maintains more than 500,000 master personnel records and nearly 800,000 pension records. On a monthly basis, the team makes more than 350,000 individual and 530,000 pension payments, typically deals with 40,000 calls covering pay, pensions and IT inquiries, issues 17,000 ID cards/Medical Warning Tags and prepares 4,000 Termination Information Packs for personnel due to leave the Services. The Agency handles around £14 billion in payments per year and has a customer base of around 850,000 Service personnel and Veterans.

For more information

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