# HERSHEY'S

## U.S. and Canadian Benefits Administration

## and Call Center Services

November 18, 2019

# Introductions

**Hershey Attendees:**

Heidi Marnoch – VP Total Rewards

Jill Broschard – VP Global Business Services

Jen Firestone – Director HR Services

David Keys – Director Global Benefits

Melanie Higgins – Senior Manager, Benefits Administration

Roscoe Van Muylwyk – Senior Manager, Workforce Mgmt. Solutions

Dan Ziegler – Strategic Sourcing, Professional Services

**Conduent Attendees**

- Tracy Amabile - VP & GM Conduent HR Services
- Elizabeth Bufo - Hershey Client Relationship Manager
- Tony Puciaty - Hershey HR Consultant
- Dina Ciresa - Hershey Implementation Manager
- Toni Pracilio - Senior Director, Technology and Product

Remote

- Mary Beach - Hershey Operations Leader
- Jessica Royer -  Director TBO Strategic Communications
- Angela Kang – Director Benefit Wallet
- Marcus Jackson – Hershey Employee Service Center Leader

# Agenda

1:00 pm - 1:10 pm:  Strategy and Market Presence – Tracy Amabile

1:10 pm – 1:20 pm: Hershey Solution – Elizabeth Bufo

1:20 pm - 2:10 pm: Life@Work 6.0 for Hershey Demonstration - Toni Pracilio

2:10 pm – 2:30 pm: Conduent Operations and Employee Service Center - Tony Puciaty, Mary Beach

2:35 pm – 2:40 pm:  Conduent Strategic Communications - Jessica Royer

2:40 pm - 2:55 pm:  Hershey Implementation - Dina Ciresa

2:55 pm – 3:00 pm:  Wrap Up and Next Steps

# Hershey Objectives

- Ability to meet overall functional requirements
- Competitive and efficient cost model ensuring quality of performance
- Clear transition/implementation approach
- Clear Service Level Agreement guarantees and tracking tools
- Creative approaches to improve The Hershey Company's overall success
- Alignment to Hershey's strategic direction and Hershey's future needs
- Company background and stability

# Conduent Strategy and Market Presence

# US Healthcare Market Evolution

**Healthcare Navigation Emphasis**:
Employees expect real-time, mobile-enabled direction and guidance as they navigate their own healthcare journey

**Vertical Integration**
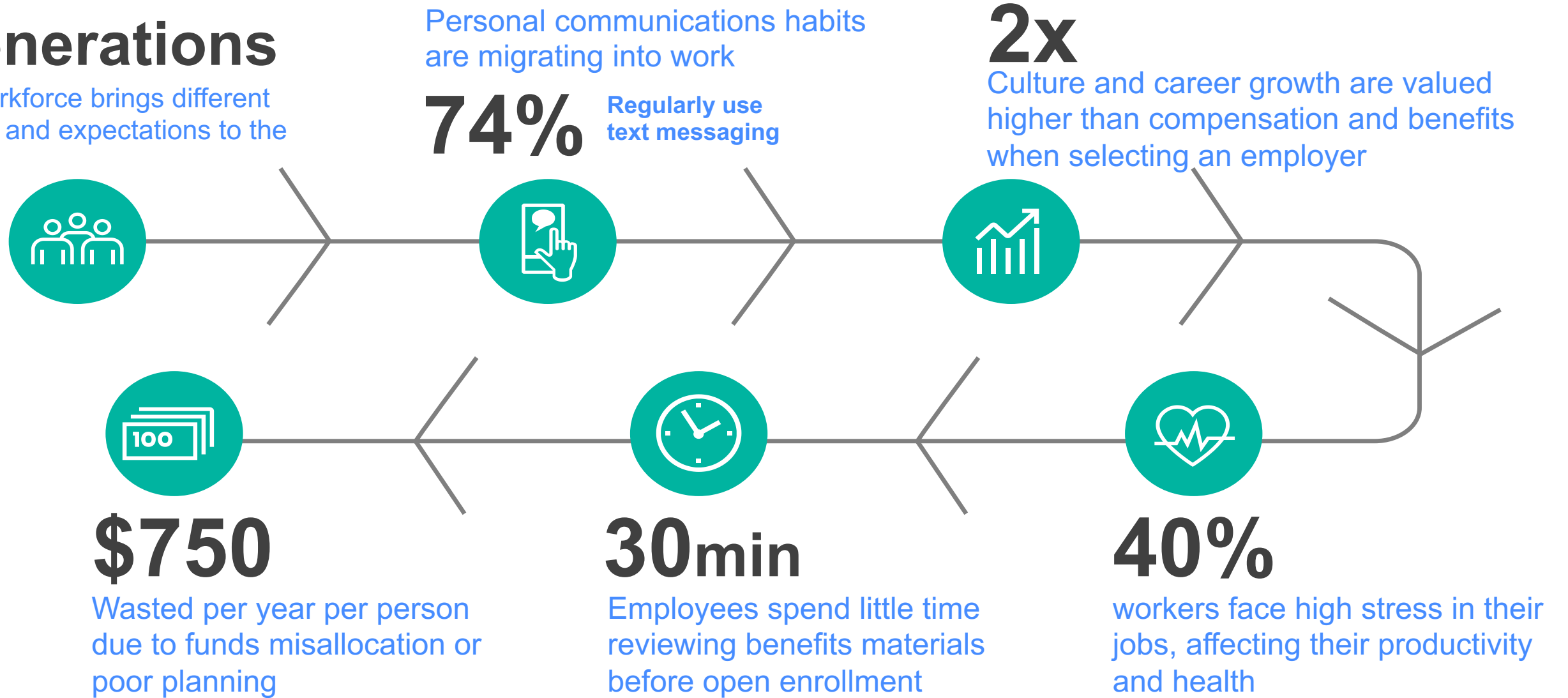Driving new delivery models [examples: PBMs/Carriers, ACOs]

**Consumerism:**
As employees and organizations continue to bear more of the healthcare expense, there is an expectation of immediate transparency on quality and cost information

# Workforce Dynamics are Changing

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**5** **Generations**

A diverse workforce brings different perspectives and expectations to the workplace

Personal communications habits are migrating into work

**74%** **Regularly use text messaging**

**2x** Culture and career growth are valued higher than compensation and benefits when selecting an employer

**$750**

Wasted per year per person due to funds misallocation or poor planning

**30min**

Employees spend little time reviewing benefits materials before open enrollment

**40%**

workers face high stress in their jobs, affecting their productivity and health

# Managing Both Sides of the Benefits Equation

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## Focus on cost

A focus on delivery model transformation to yield immediate and long-term savings

## Focus on well-being & engagement

Expanding beyond annual enrollment to continuously engage employees in their health and utilization of services
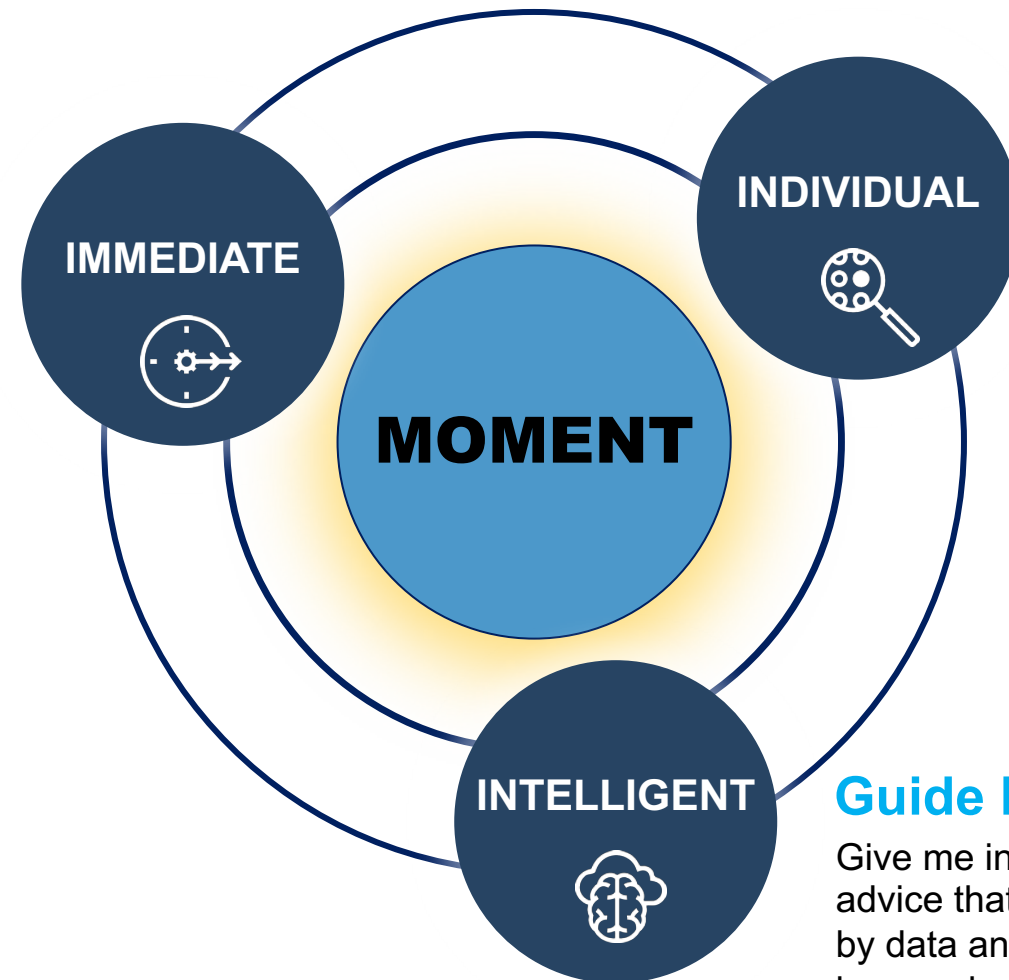
# Defining A Best In Class Experience: How Have We Evolved

**CONDUENT**

## DELIVERING IN THE MOMENT

**Meet Me**
Make the experience accessible where I am, right now. Solve my need quickly.

**IMMEDIATE**

**INDIVIDUAL**

**INTELLIGENT**

**MOMENT**

**Know Me**
Demonstrate that you recognize me and anticipate my needs.

**Guide Me**
Give me insights and advice that are informed by data and improved by ongoing learning.

---

The **individual** is setting our standards.

Personalized interactions
Contextual, any device
Interactive
Intuitive

---

**Immediately** is the new process expectation.

Integrated
Responsive
Self-service
Learning

---

Everything is becoming **intelligent**.

Interaction history
Profile-based
Location-based

# Conduent Moving Forward 2020

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|  | **Q1** | **Q2** | **Q3** | **Q4** |
|---|---|---|---|---|
| **Experience** | • Unified core experience<br>• Mobile app deployments<br>• Dara Virtual Agent | • Health and Wealth Dashboards<br>• Guided enrollment<br>• Shopping cart experience<br>• HealthCare AI bot | • Digitized health advocacy<br>• BW app notifications<br>• Multi-lingual support | • People like me (Health)<br>• Consumer Financial Advice<br>• Total Rewards wealth view<br>• Mobile HSA investments |
| **Automation** | • Doc upload enhancements<br>• Case management upgrades | • BW Text profile alerts | • Carrier integrations<br>• Blockchain | • BW Text transaction alerts |
| **Insights** | • Payroll Analytics<br>• Enhanced Call Center Analytics | • Focus Analytics platform upgrade | • Enhanced Benefits Analytics | • Employee Sentiment Analytics |

Hershey Solution &
Conduent Value

# Conduent Commercial Services & Solutions

**CONDUENT**

## Commercial Healthcare

Payer
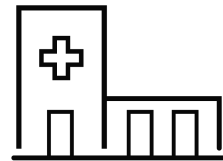
Provider

Pharma &
Life Sciences

Medical Claims
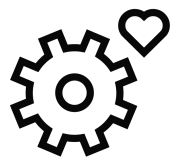Management

## Contact Center

Phone

Email

Chat

Self-service

## HR & Learning

Health &
Wellness

Wealth &
Retirement

HR
Management

Learning &
Development

## Transaction Processing

Customer
Communications

Document &
Data Management

Payments
Processing

Finance,
Accounting &
Procurement

# HR Services & Solutions

## Services & Solutions

**Health & Wellness**

**Wealth & Retirement**

**HR Management**

**Learning & Development**

Managing cost effective HR, benefits and learning services across the employment lifecycle – from recruitment to retirement – to improve employee experience, talent engagement and workforce productivity.

- BenefitWallet
- Health & Welfare Administration
- Compliance Management
- Annual Enrollment Management
- RightOpt

- Defined Benefit Administration
- Defined Contribution Administration
- Financial Wellness
- Non-Qualified Plan Administration
- Total Rewards
- BenefitWallet

- Recruitment & Onboarding Administration
- Workforce & Talent Management
- Payroll Administration
- Separation & Severance Solution

- Learning Administration & Delivery
- Learning Content Design & Curation
- Employee Engagement & Communications

**Employee Experience**

## Enabling Technology

Life@Work Experience

Conduent Access Point

Artificial Intelligence

Analytics & Insights

Automation

13

# HRS Sample Clients



SunTrust
United Technologies
Atos
xerox
Vera Bradley
AMGEN
cisco
Deloitte.
BNY MELLON
DELTA
CORNING
Energizer Holdings, Inc.
P&G
GM
pwc
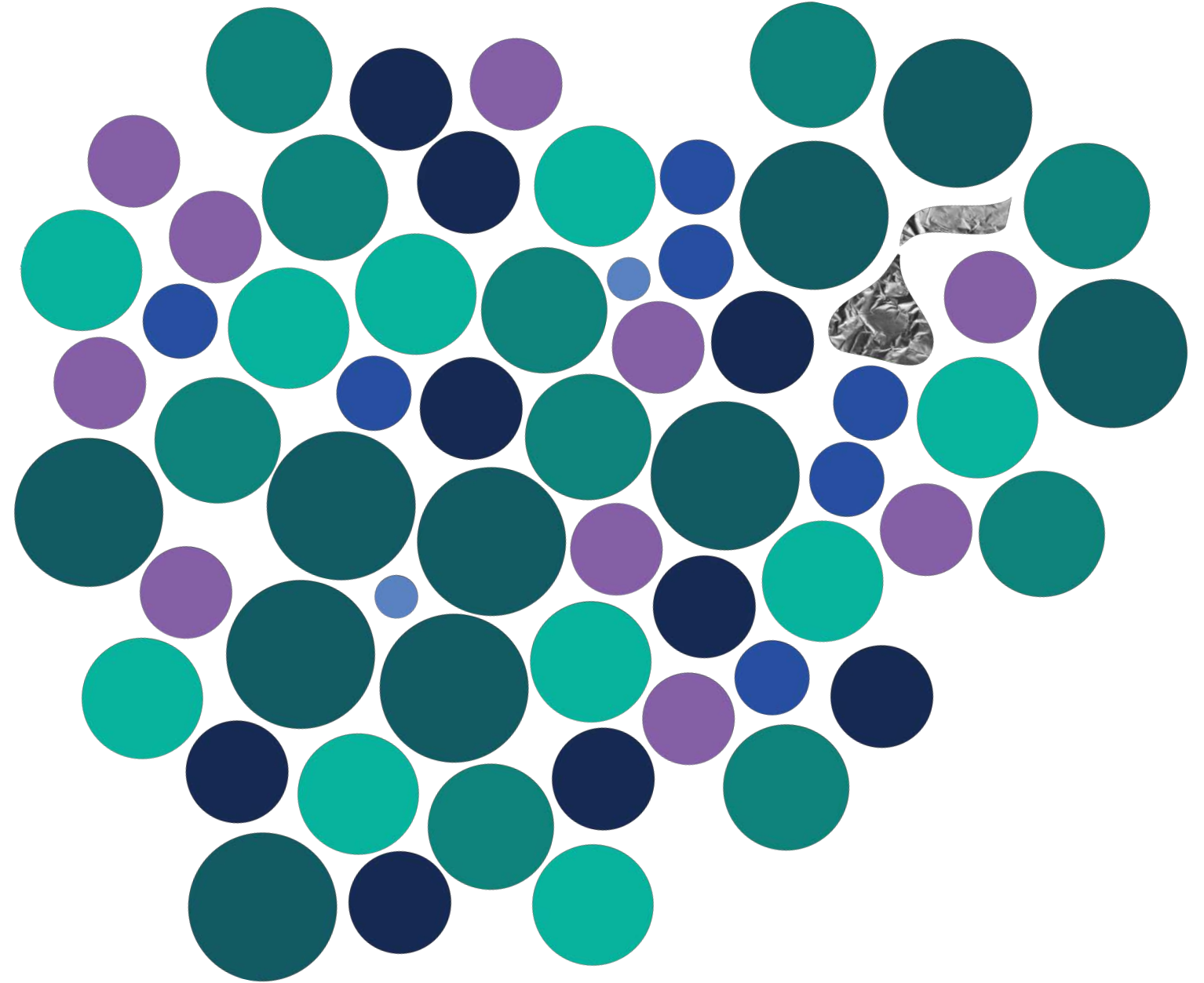RITE AID

# Hershey is in the Sweet Spot of Employee Participant Size of Conduent H&W Clients We Serve Today

- 57 H&W Conduent Clients
- 45% are less than 15,000 Participants
- 50% have been with Conduent > a Decade
- <1% are Co-Sourced

# Industry Analyst Accolades – Conduent HR

**Everest Group** **Health & Welfare Benefits Admin PEAK, Leader**

**NelsonHall** **Benefits Administration Services NEAT**
- Overall Focus, **Leader**
- Health & Wellness Optimization Focus, **Leader**
- Financial Wellness Focus, **Leader**
- Health & Wealth Optimization, **Leader**
- Cloud HR Services Focus, **Leader**

**Everest Group** **Multi-Process Human Resources Outsourcing (MPHRO) PEAK, Major Contender**

**Everest Group** **Workday-Based HR BPS Services PEAK Matrix, Major Contender**

**NelsonHall** **Multi-Process HR Services (MPHRS) NEAT**
- Overall Focus, **Leader**
- Workday Focus, **Major Player**
- SAP SuccessFactors Focus, Innovator
- Cloud HR Services Focus, Innovator

**Everest Group** **SuccessFactors-Based PEAK, Major Contender**

# Conduent Health and Welfare Administration Services

## Comprehensive H&W Offering

- Core Health
- Voluntary/Ancillary Benefits
- Spending Accounts
- Dependent Verification
- ACA
- COBRA Administration
- Direct Billing

## Rigorous Focus on Annual Enrollment

- Dedicated PMO
- Governed Technology
- Technology Forecasting
- Service Center
- Enrollment Experience

## Participant Engagement

- Simple, Flexible, Intuitive Life Event Experience
- Voluntary/Ancillary Benefit Integration
- Effective self service tools for positive decision making
- Effective Communications

## Proactive Compliance

- Productive Solutions
- Subject Matter Knowledge
- Consulting Expertise

# Conduent's Benefit Administration Strategy for The Hershey Company

Investments:

Objectives:

Employee Empowerment, Engagement & Experience

Advisory Services

Healthcare Navigation

Holistic Well-being
- Wellness
- Integrated Incentives and Rewards
- Compliance
- Clinical Interventions

Communication Solutions

High Touch Clinical Advocacy

Plan Selection Tools

High Touch Administrative Advocacy

Voluntary Portfolio

# Conduent BenefitWallet: Industry Pioneer & Market Leader Since 2004

## Full suite of health account solutions (HSA/HRA/FSA)

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- Hershey Entertainment & Resorts existing Conduent client relationship for over 8 years and an active reference

- Local BW Hershey Relationship Manager based in Mechanicsburg, PA

- Integrated platform and single digital user experience with intuitive HSA investment platform

- Long-term HSA custodian – The Bank of New York Mellon

- Maximum ROI through data-driven engagement practices – Lifecycle Engagement Program

- Relationship Management and Client Success Teams deliver results

- Todd Berkley, Conduent Leader, CDHP Expert and National Advocate

| Member Portal | Touch ID App | Chip Debit Cards |
|---|---|---|
| Intuitive self-service support and resources for members | Easy access to accounts plus Touch ID | Chip-enabled for better protection |

| | | |
|---|---|---|
| **$2.5 billion**<br>HSA account and investment assets | **6.2 million**<br>member & employer calls to Customer Care | **93%**<br>post-call customer satisfaction rate |
| **1.1 million**<br>BenefitWallet HSAs and other health accounts | **Top 6**<br>in highly-competitive HSA market | **5 million**<br>visits annually to the BenefitWallet website |

# Voluntary Benefits: High Level of Participation

**Comprehensive Voluntary Benefit Plan support and administration licensed in all 50 states**

- Voluntary Benefit brokerage, communication, and administration services are fully funded by commissions

- Commissions in excess of amounts needed to fund services are made available to Hershey for additional "permissible" services

- Comprehensive communications

- Integrated administration

**Our brokerage solution includes**

- Plan design

- Marketing/Carrier selection/Renewals

- Implementation

- Communications

- Stewardship reporting

- Compliance

**Supplemental Health**

- Critical Illness

- Hospital Indemnity

- Accident

**Non-Health**

- Identity theft

- Pet insurance

- Life

- Home and Auto

- Discount mall

- Tuition support

- Long term care

# One Team Mixed from a Strong Foundation of Values

With a Conduent Partnership, Hershey will benefit from strong cultural alignment with a team 100% dedicated Conduent Professionals that are an extension of the Hershey HR Team

**Core Values**

| Hershey | Conduent |
|---------|----------|
| Diversity | Open & Inclusive |
| Teamwork | Leadership and Teamwork |
| Selfless Spirit | Commitment to Excellence, Speed & Agility |
| Respectful | Client –Centricity & Trust |

**Core Values**
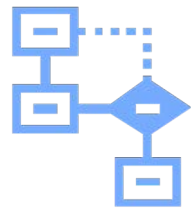
# Conduent Quality Ingredients for Success

Cultural Alignment

Engaged, Delighted Hershey Workforce

Teamwork & Accountability

Dedicated Organizational Model

Operational Excellence

Hershey Business Results

# Conduent Innovative Technology
Strong Legacy, Built for the Real World

# Hershey Solution Overview

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## Hershey Employees, Managers, & HR Professionals

IVR ⇕ Chat ⇕ Web Experience ⇕ Mobile Experience

### Multi-Factor Authentication

**TECHNOLOGY**

**Experience Technologies**

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**Life@Work** Individualized, Immediate, Intelligent Employee Experience

Virtual Voice & Chat Agent

LIVEPERSON

Human Agent Telephony & Chat

**Automation Technologies**

CONDUENT

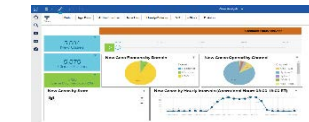| Case Management | Workflow Routing | Knowledge Management | Machine Learning | Robotic Process Automation |

**Insights Technologies**

CONDUENT

**Access Point** Focus Analytics, Reporting

**PEOPLE & PROCESS**

**Centers of Excellence**

**Chesapeake, VA**

Customer-Facing Employee Inquiry

**Process Expertise**

**Core Services**

Strategic Communications

Setup and maintenance of benefit eligibility

Setup and maintenance of benefit eligibility

Carrier Files

Payroll deductions

Event Processing: New Hire, Qualified Life Event, Annual Enrollment

**Optional Services**

Cobra Administration

FSA Administration

ACA Support Services

Dependent Verification Services

# Conduent Technology Demonstration

Life@Work

An Amazon-like Seamless and Integrated Employee Experience with Decision Support Tools to Optimize Engagement

Access Point

Plan Sponsor Analytics, Reporting, and Access to all Individual Employee Views/Employee Service Center Data and Documentation

# Hershey Technology

**CONDUENT**

| Q1/Q2 2020 | Q3/Q4 2020 | Q1/Q2 2021 |
|---|---|---|
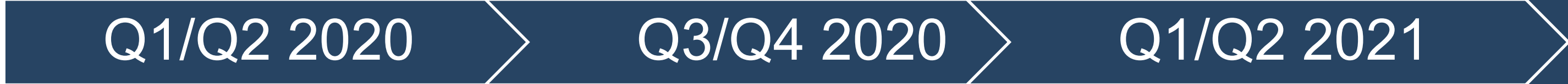
**Health & Welfare Implementation Target live date Q3 2020**

**Annual Enrollment**

On-the-Go Mobile Medical ID Cards

Focus Analytics Health & Welfare dashboard reporting

Real-Time Healthcare Navigation

Access Point Plan Sponsor Portal

Click to Chat web-enabled communication channel

Implement enhanced user experience (Life@Work Portal)

Apply Multi-Factor Authentication (MFA) to enhance security

Mobile App meeting employees anytime, anywhere

Focus Analytics enrollment dashboard reporting

Enhanced guided enrollment experience

**Included in Hershey implementation**

Optional features available after Hershey implementation

# Strategic Communications
A Critical Ingredient for Success

# Making the Connection, Delivering Delicious Results

- We are **an extension of you**, tailoring communications to your brand and voice.

- We support the **hire to retire** employee experience from transition and transformation to ongoing engagement.

- We empower employees with the right tools and information at the right time, to help them make their **personal best decisions**.

- Our **multi-channel communications approach** supports Conduent's technology footprint to most effectively reach a diverse and multi-generational workforce.

- Our strategic communications solution offers both templated and fully customized options to provide **flexibility** and support varying budgets.

# The Hershey Company Benefits Administration Strategic Communications

## What's baked into the Conduent Solution

### Transition
- HR preview email
- Email/postcard
- Newsletter article
- Poster, digital signage

### Go-live
- HR preview email
- Email/postcard
- Brochure
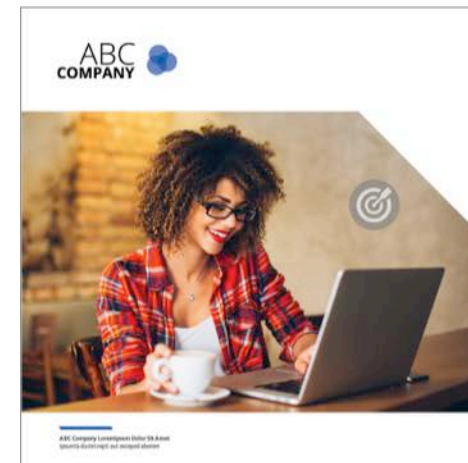- Poster, digital signage

### Annual Enrollment
- HR preview email
- 3 emails/postcards
- AE guide
- Poster, digital signage

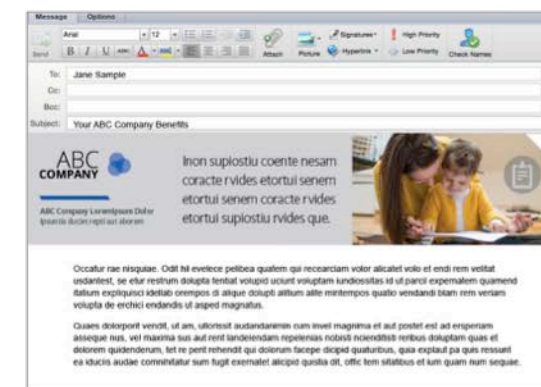### Ongoing Engagement
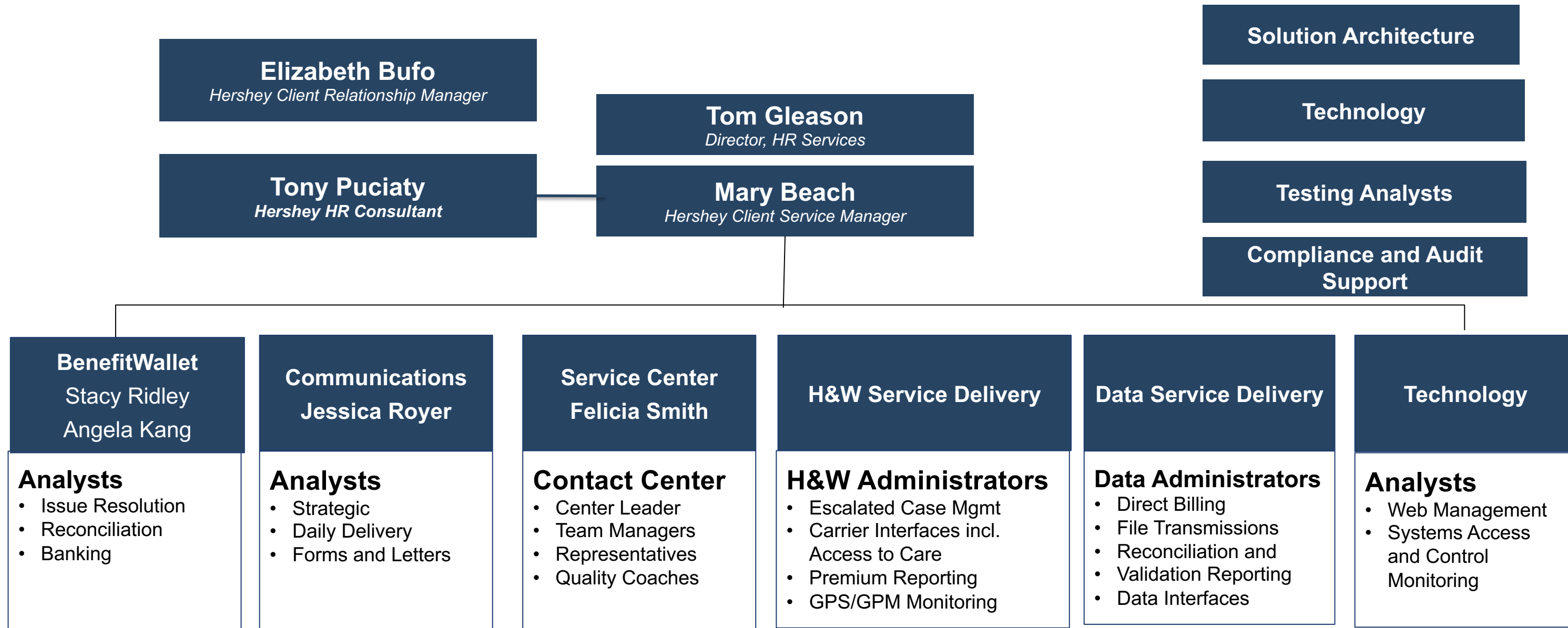- 4 emails/postcards, targeted topics

BROCHURE

GUIDE

POSTER

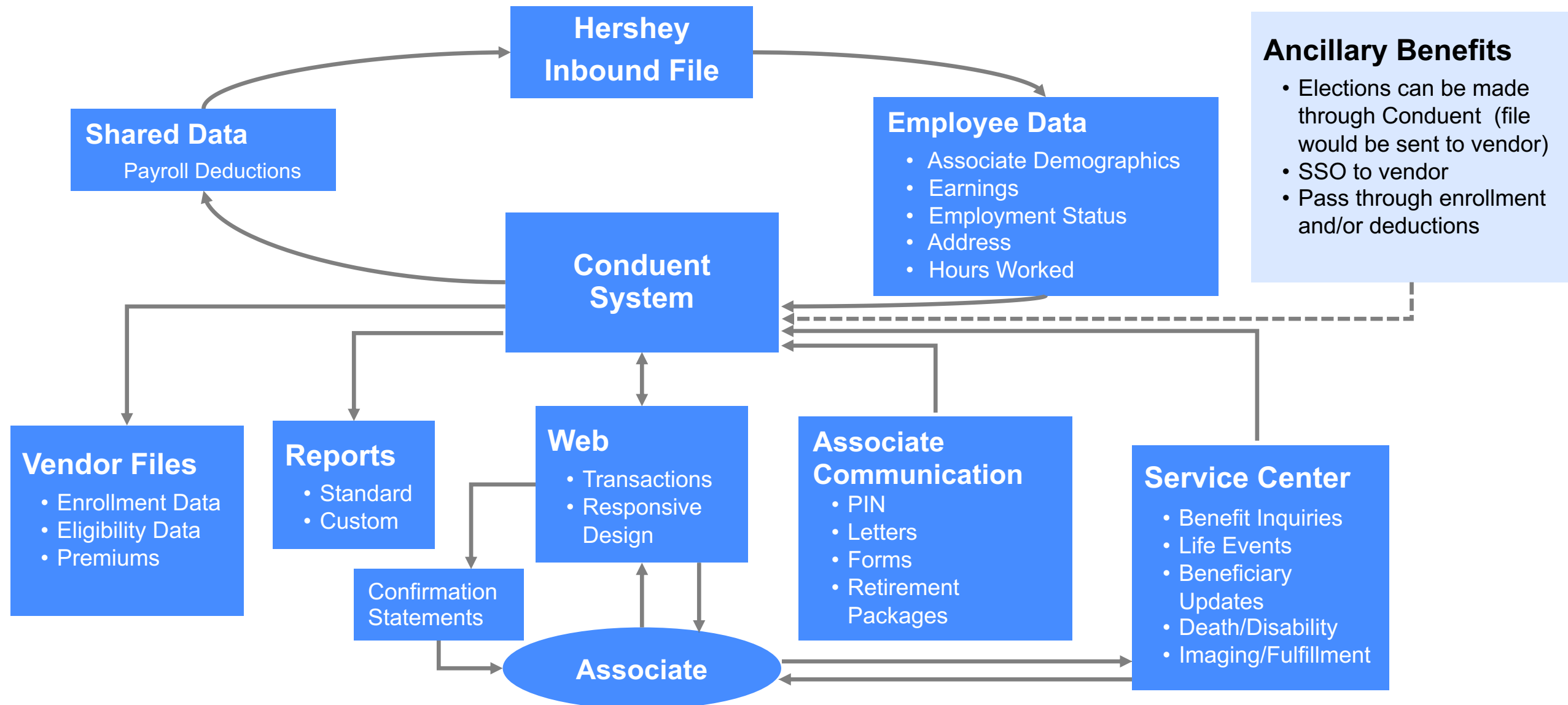EMAIL

NEWSLETTER

# Hershey Administration
Operations Team

# Hershey's Service Delivery Team

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| Elizabeth Bufo | | Solution Architecture |
|---|---|---|

**Elizabeth Bufo**
*Hershey Client Relationship Manager*

**Tom Gleason**
*Director, HR Services*

**Tony Puciaty**
*Hershey HR Consultant*

**Mary Beach**
*Hershey Client Service Manager*

**Solution Architecture**

**Technology**

**Testing Analysts**

**Compliance and Audit Support**

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**BenefitWallet**
Stacy Ridley
Angela Kang

**Analysts**
- Issue Resolution
- Reconciliation
- Banking

**Communications**
Jessica Royer

**Analysts**
- Strategic
- Daily Delivery
- Forms and Letters

**Service Center**
Felicia Smith

**Contact Center**
- Center Leader
- Team Managers
- Representatives
- Quality Coaches

**H&W Service Delivery**

**H&W Administrators**
- Escalated Case Mgmt
- Carrier Interfaces incl. Access to Care
- Premium Reporting
- GPS/GPM Monitoring

**Data Service Delivery**

**Data Administrators**
- Direct Billing
- File Transmissions
- Reconciliation and
- Validation Reporting
- Data Interfaces

**Technology**

**Analysts**
- Web Management
- Systems Access and Control Monitoring

# Health & Welfare Administration
## Ongoing Enrollment Cycle and Eligibility Management

**Hershey Inbound File**

**Shared Data**

Payroll Deductions

**Employee Data**
- Associate Demographics
- Earnings
- Employment Status
- Address
- Hours Worked

**Ancillary Benefits**
- Elections can be made through Conduent (file would be sent to vendor)
- SSO to vendor
- Pass through enrollment and/or deductions

**Conduent System**

**Vendor Files**
- Enrollment Data
- Eligibility Data
- Premiums

**Reports**
- Standard
- Custom

**Web**
- Transactions
- Responsive Design

**Associate Communication**
- PIN
- Letters
- Forms
- Retirement Packages

**Service Center**
- Benefit Inquiries
- Life Events
- Beneficiary Updates
- Death/Disability
- Imaging/Fulfillment

Confirmation Statements

**Associate**

# Hershey & Conduent Governance

## Key Stakeholders

**Hershey & Conduent**
Financial, operational and relationship senior executives

**Hershey & Conduent**
Operational & relationship executives

**Hershey & Conduent**
Transition, transformation and customer service delivery leadership

**Hershey & Conduent**
Regional/workstream leads
Operational readiness and effectiveness

**Hershey & Conduent**
1st hand expertise, commitment and grit

## Support & Innovation

**Service Transformation**
Business evaluation, innovation, transition and transformation

**Quality Management**
Lean Six Sigma - process improvement & colleague experience focus
Risk analysis, trends & RCAs

**Training**
Employee Development Program
Team/individual coaching
Internal & Client Specific Training
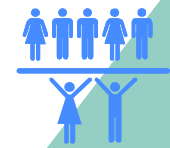
**Business Intelligence**
Historical, current and predictive views of business operations
Data analytics & integrated performance management

**Commercial & Governance**
Continuous contractual support for our clients
Optimized change management
Internal & client policy compliance

Pyramid (top to bottom):
- Account Management
- Service Delivery Lead
- Workstream Operational Management
- Workstreams Team Leaders
- Subject Matter Experts & HR Service Representatives

# Hershey Employee Service Delivery Model

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## Self-service Technologies

75- 80% of transactions are handled by self-service

### Technology Filter

- Hershey portal and HRMS self-service capabilities offered via Conduent IVR and web applications
- Dara/Virtual Agent Technology

## Customer Service Representatives (CSR)

85% First call resolution

### High Touch Filter

- Initial Hershey CSR team will leverage 50% existing, experienced Conduent staff
- Hershey hours 8:30am – 5:00pm ET / M-F for steady state
- Additional support as required for seasonal (OE/ACA), and special projects via phone, and Chat
- Subject matter expertise in Hershey plans
- CSRs; invoke Language Line or 711, as needed
- Functionally dedicated to provide support on easy-to-complex issues

## Conduent Administration Team

99%+ of escalation issues are resolved by Conduent Specialists

### Resolution Filter

- Research issue
- Place callbacks and resolve cases within SLAs
- Close partnership between Conduent internal administration support and CRS's to resolve issues

## Hershey Admin (< 1%)

### Final Resolution Filter

- Collaboration between Conduent admin team & Hershey admin team
- Set policies
- Design programs
- Resolve escalated Tier 2 cases

# Conduent Performance Guarantees

- Conduent will provide Hershey with best practices for performance measurement across the entire Hershey scope of service

- Conduent will collaborate with Hersey to identify, measure and contractually agree to a set of performance measurements carrying performance credits

- Performance results will be reviewed monthly/quarterly with the Hershey HR team

- Performance measurements with credits can be reviewed and modified annually

- Performance measurements are customized for every Conduent client to align to your company culture and objectives

- Focused on delivering Hershey outcomes

# Performance Reporting

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## Performance



- Client-specific reports showing Service Level Agreement (SLA) performance and other Key Performance Indicator's (KPI) crucial client operations
- Portfolio leaders review cross-client summaries
- Constant monitoring to make adjustments when SLA performance varies from standard

## Case Management
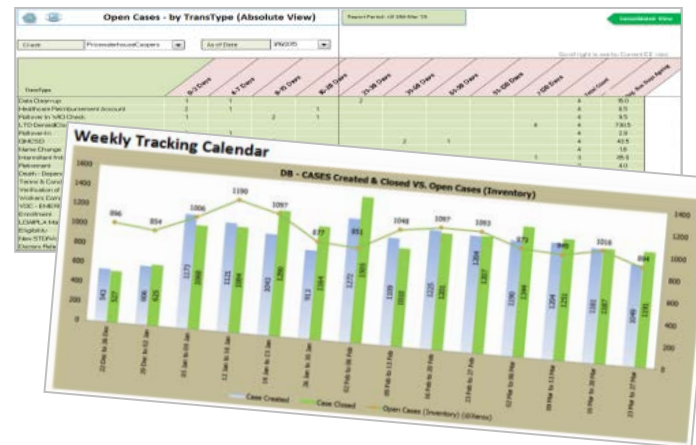


- Internal Case Aging report to stay on top of participant follow ups
- Report designed to diagnose root cause
- Typical root causes include (unbalance workload, external causes, training)
- Continuous improvement to minimize future recurrence & prevent escalations

## Service Center
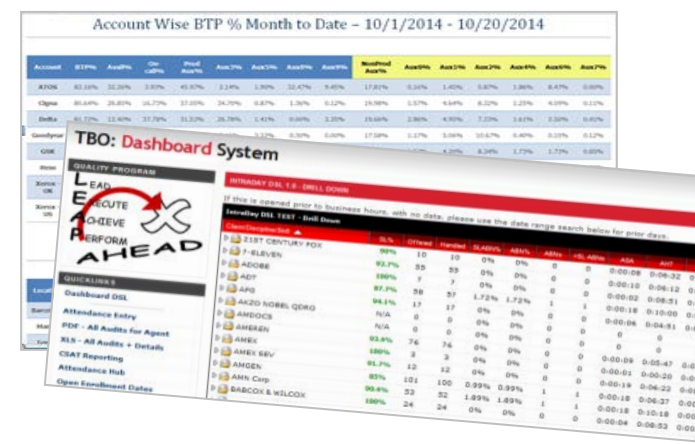


- Real-time LEAP dashboard tracks actual current call center performance
- Real-time tracking and reporting enables us to adjust staffing levels throughout the day to keep service levels high

## Operations



- TBO Operational Processes Report to monitor cyclical processes
- Operational Excellence health monitoring of SLAs, KPIs, Service Delivery Performance, Customer Satisfaction
- Continuous improvement efforts based on performance results
- HIPAA and Data Security training, monitoring, risk assessment and compliance.

# Hershey Employee Call Center:  Chesapeake, VA



World map showing locations: Tempe, Arizona; Nashville, Tennessee; Secaucus, New Jersey; Cherry Hill, New Jersey; **Chesapeake, Virginia**; Cary, North Carolina; Montego Bay, Jamaica; Iasi, Romania; Bucharest, Romania; Manila, Philippines

## Chesapeake, Virginia Facility

- Opened: 1999
- 500 employees
- 107,000 square foot facility
- Training and Fulfillment onsite
- ISO 9001:2000 certified
- Serves 12 employee call center clients
- Staffing Experience: CSRs (2-3 years); Leaders (3-5 years); Managers (7-10+ years)

## Services Provided

- 12-hour day in Service Center
- Supports H&W, COBRA, FSA, Defined Benefits, QDRO, Defined Contribution
- English/Spanish bilingual Representatives
- Beneficiary/Retirement White Glove
- Onsite Specialty Call Center
- Calls, Contact Us, and Click to Chat

## Representative Clients

BOEING    DTCC    MICHELIN

# Service Center Quality Management

Quality Assessment Guiding Principles, measuring the support experience for the caller's perspective.

1.  Are you listening to me?

2.  Are you learning from me?

3.  Is my experience built around me?

4.  Do you know me?

# Performance Management

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## Daily Feedback

- Quality scores on calls, emails, chats
- Participant experience
- Content efficiency
- Daily Metrics (contacts, attendance)

## Weekly Feedback

- One-on-one coaching
- Areas of success
- Development plans
- Ops Agent Scorecard

## Monthly Feedback

- Overall analysis
- 4 calls/month/CSR
- Hershey calibrations
- Employee Satisfaction trends

### Feedback (cycle diagram)

**Tracking**
- Call Recording
- Case Management

**Audit**
- Call Calibration
- Case Accuracy

**Quality Standard**
- Case management
- Data entry accuracy
- Effort measurement
- PHI/PII Compliance
- Problem solving skills
- Content accuracy
- Soft-skills

**Quality Scorecard**
- Key measurements
- Call Surveys

**Quality Coach**
- Ongoing support
- Training

# Employee Service Center Recruiting

Dedicated Conduent Recruiters source Customer Service Center candidates for our HRS locations year-round

- Business-as-usual staffing
- Open Enrollment/seasonal spike staffing (e.g. TVLS)
- One-time short-term Specialty Call Center Rep needs

Primary candidate sources

- Job fairs, local colleges/universities
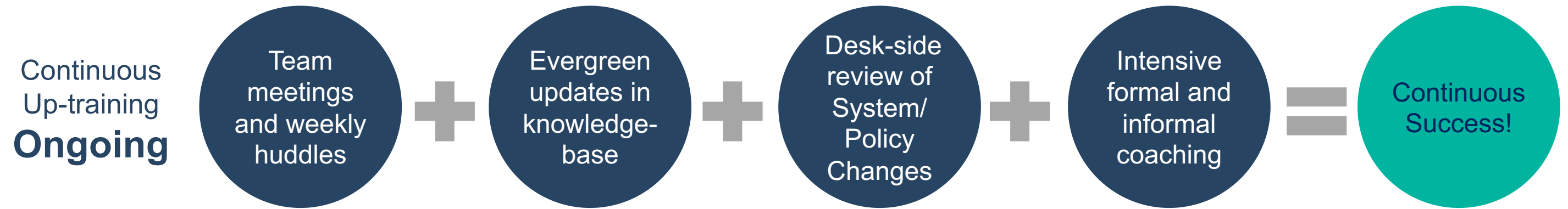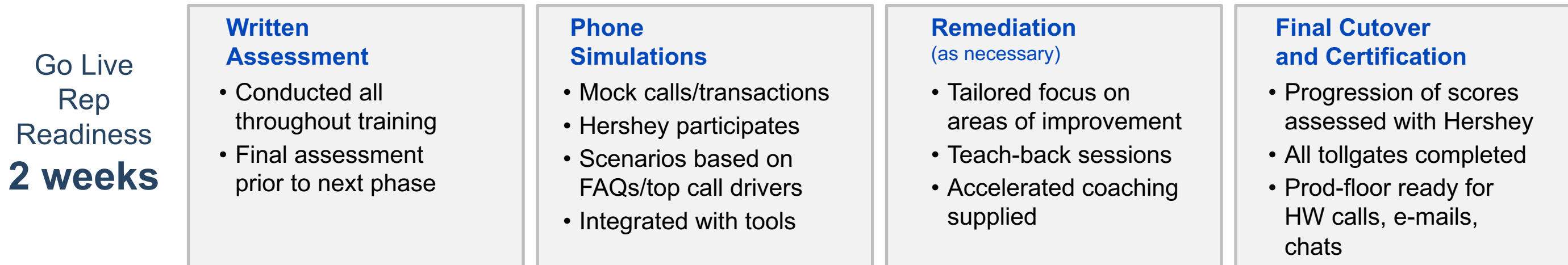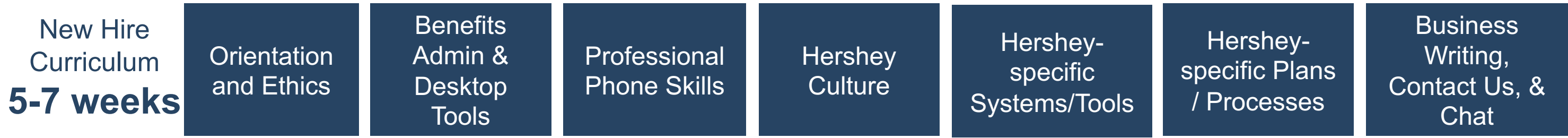- Internet job boards

Applicants follow a five-step process

1. Phone screening
2. Recruiter interview
3. Prove-it testing
4. Team Manager interview
5. Background/drug testing

# Employee Service Center Training Roadmap

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## New Hire Curriculum
### 5-7 weeks

| Orientation and Ethics | Benefits Admin & Desktop Tools | Professional Phone Skills | Hershey Culture | Hershey-specific Systems/Tools | Hershey-specific Plans / Processes | Business Writing, Contact Us, & Chat |
|---|---|---|---|---|---|---|

## Go Live Rep Readiness
### 2 weeks

**Written Assessment**
- Conducted all throughout training
- Final assessment prior to next phase

**Phone Simulations**
- Mock calls/transactions
- Hershey participates
- Scenarios based on FAQs/top call drivers
- Integrated with tools

**Remediation** (as necessary)
- Tailored focus on areas of improvement
- Teach-back sessions
- Accelerated coaching supplied

**Final Cutover and Certification**
- Progression of scores assessed with Hershey
- All tollgates completed
- Prod-floor ready for HW calls, e-mails, chats

## Continuous Up-training
### Ongoing

Team meetings and weekly huddles **+** Evergreen updates in knowledge-base **+** Desk-side review of System/Policy Changes **+** Intensive formal and informal coaching **=** Continuous Success!

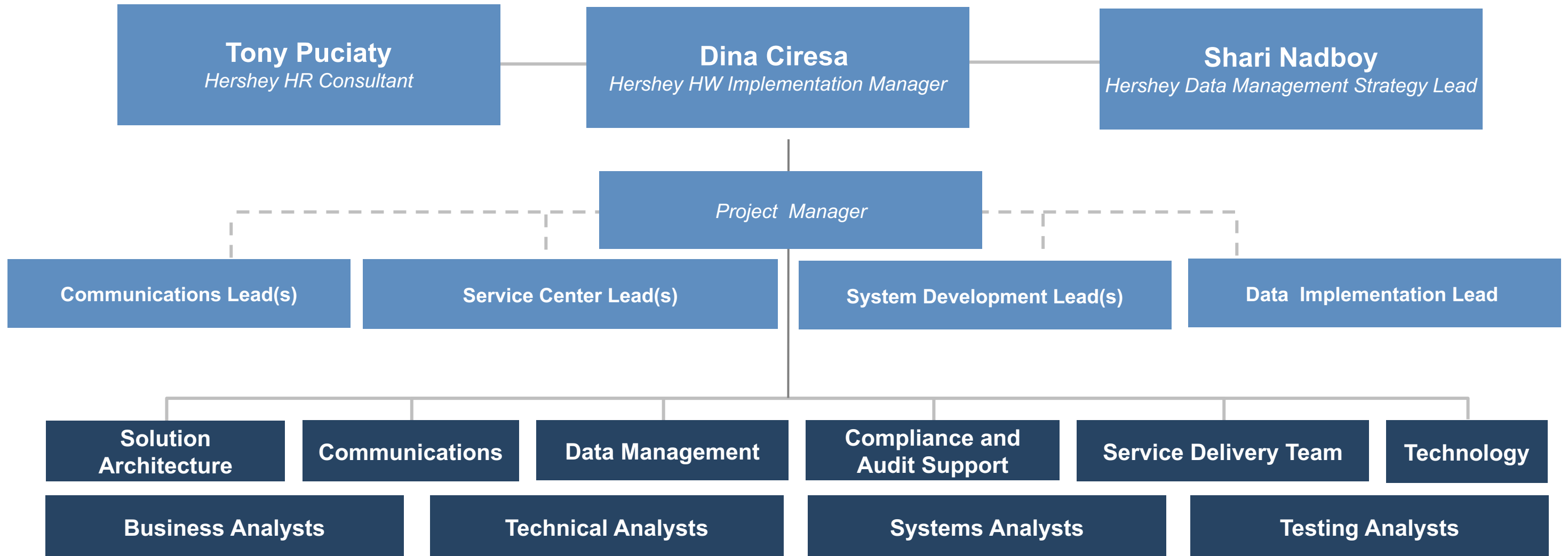# Hershey Benefits Administration Conduent Advantages

- Decades of knowledge and expertise in benefits administration

- Experienced Conduent Team – Hershey team will be seeded with 50% existing Conduent employees

- Guaranteed performance levels

- Successful escalation processes for both proactive and reactive escalation management

- Carrier and eligibility management with tight controls, audit points and quarterly reconciliation

- Flexibility– to adjust and modify based on Hershey's strategic objectives today and in the future

- Continuous process improvement and quality controls
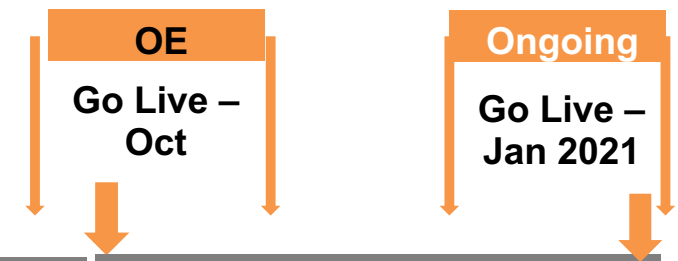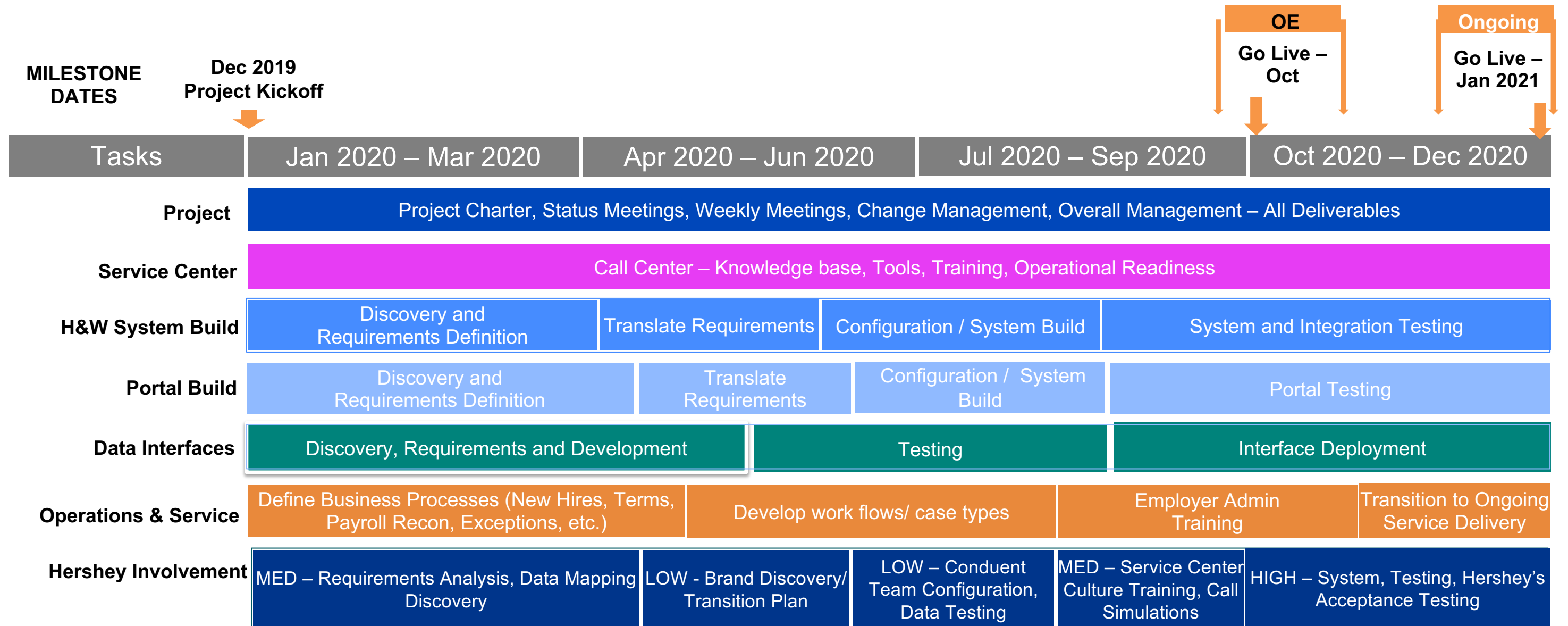
# Hershey Implementation
2020

# Hershey's Implementation Team

**Tony Puciaty**
*Hershey HR Consultant*

**Dina Ciresa**
*Hershey HW Implementation Manager*

**Shari Nadboy**
*Hershey Data Management Strategy Lead*

*Project Manager*

**Communications Lead(s)**

**Service Center Lead(s)**

**System Development Lead(s)**

**Data Implementation Lead**

**Solution Architecture**

**Communications**

**Data Management**

**Compliance and Audit Support**

**Service Delivery Team**

**Technology**

**Business Analysts**

**Technical Analysts**

**Systems Analysts**

**Testing Analysts**

Resources that will remain as part of ongoing service delivery

# Hershey Implementation Timeline

**CONDUENT**

**OE**

**Ongoing**

**MILESTONE DATES**

**Dec 2019 Project Kickoff**

**Go Live – Oct**

**Go Live – Jan 2021**

| Tasks | Jan 2020 – Mar 2020 | Apr 2020 – Jun 2020 | Jul 2020 – Sep 2020 | Oct 2020 – Dec 2020 |
|---|---|---|---|---|
| **Project** | Project Charter, Status Meetings, Weekly Meetings, Change Management, Overall Management – All Deliverables | | | |
| **Service Center** | Call Center – Knowledge base, Tools, Training, Operational Readiness | | | |
| **H&W System Build** | Discovery and Requirements Definition | Translate Requirements | Configuration / System Build | System and Integration Testing |
| **Portal Build** | Discovery and Requirements Definition | Translate Requirements | Configuration / System Build | Portal Testing |
| **Data Interfaces** | Discovery, Requirements and Development | Testing | | Interface Deployment |
| **Operations & Service** | Define Business Processes (New Hires, Terms, Payroll Recon, Exceptions, etc.) | Develop work flows/ case types | Employer Admin Training | Transition to Ongoing Service Delivery |
| **Hershey Involvement** | MED – Requirements Analysis, Data Mapping Discovery | LOW - Brand Discovery/ Transition Plan | LOW – Conduent Team Configuration, Data Testing | MED – Service Center Culture Training, Call Simulations / HIGH – System, Testing, Hershey's Acceptance Testing |

*Hershey acceptance testing will follow Conduent internal testing phase prior to production move. Minimum of two rounds of testing recommended

# Hershey Roles and Responsibilities

**CONDUENT**

- Review and approve Business Requirements Documents
- Provide sample and production data feeds per specifications
- Facilitate data clean-up on data validation findings provided by Conduent
- Participate in full-cycle testing of HR/Payroll interfaces
- Review and approve all employee communications
- Review and signoff of employee self-service website specifications
- Participate in finalizing transition plan to Conduent
- Execute Client Acceptance Testing (CAT) prior to cutover to Conduent

| Role | Responsibility |
|---|---|
| **Project Manager** | • Coordinate Hershey resources and activities<br>• Act as liaison with third-party vendors, involving other Hershey team members as needed |
| **Plan & Administration Experts** | • Review and approve Business Requirements Documents<br>• Review and approve all employee communications<br>• Perform Client Acceptance Testing |
| **Communications Resources** | • Review and approve all employee communications |
| **Legal/ Compliance Resources** | • Review and approve contract<br>• Approve employee communications<br>• Approve any administrative process changes defined during the discovery phase (at discretion of Hershey) |
| **Data/Interface/IT Analysts and Developers** | • Provide input on processes that impact HRIS/Payroll<br>• Develop and test Data Conversion, HRIS/Payroll interfaces<br>• Develop and test required changes to internal Web<br>• Establish connection to Conduent administrative tools |

# Hershey's Implementation Success Factors

**CONDUENT**

## Reducing Transition Risk

- Our Experience – transition and ongoing team resources, processes and solution provider's files
- Agile system development methodology – eliminates inherent delays with discovery complexities
- Our full ownership of transition planning activities with Third-Parties

## Effective Use of Hershey Team

- Flexible requirements sign-off activities
- Fully integrated project schedule – complete with risk mitigation strategies
- Comprehensive set of best practices

**On-Time**
Accurate
Efficient
Sustainable
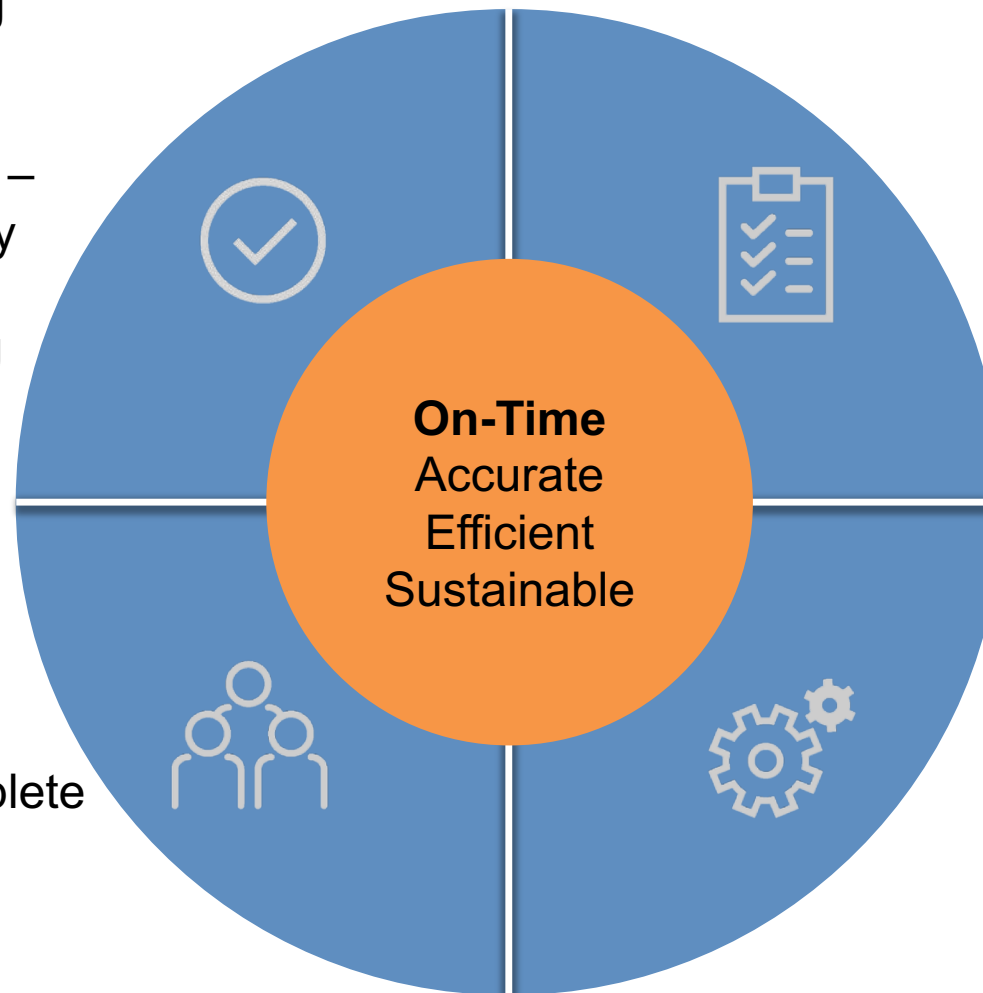
## Commit to Getting it Right

- Robust training program for Service Center and Hershey's administration team members
- Resource commitment through achievement of steady state
- Hershey-centric development of system, tools and procedures for ongoing utilization

## Continuous Focus on Automation

- Organizational pledge focused on automation
- Automated testing tools focused on rapid identification of macro errors and comprehensive defect management
- Key aspect of product development initiatives

# Implementation Methodology

## 1 Initiate

- Kickoff Meeting
- Plan Rules / Discovery activities
- Project planning
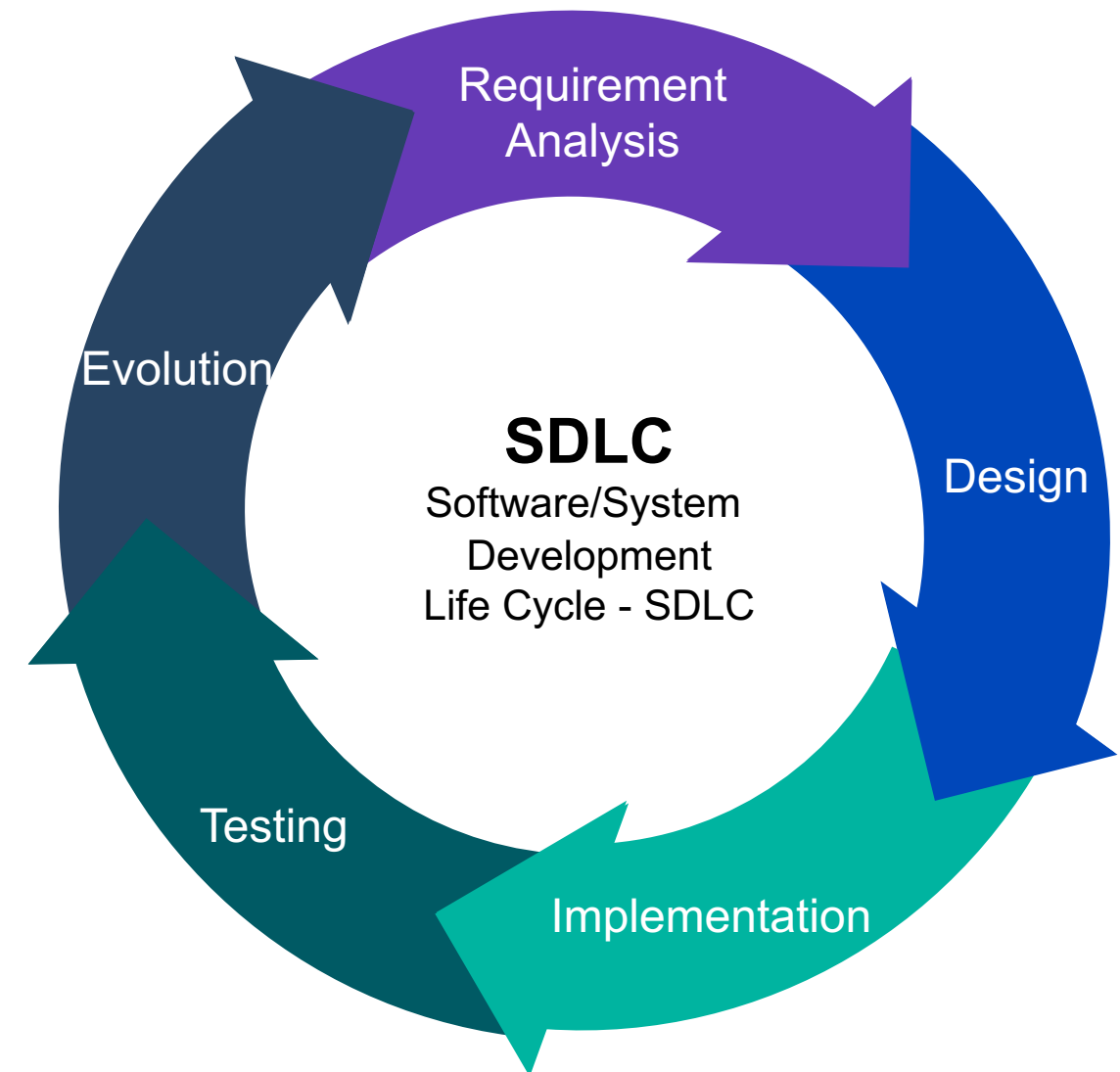- Establish Governance Protocol

## 2 Plan & Define

- Business Requirements Documents (BRDs)
- Process flows based on Best Practices
- Quality Center Setup

## 3 Execute & Deploy

- System configuration & testing
- Client team conducts testing/culture training
- Operational Readiness Assessments and Scorecards
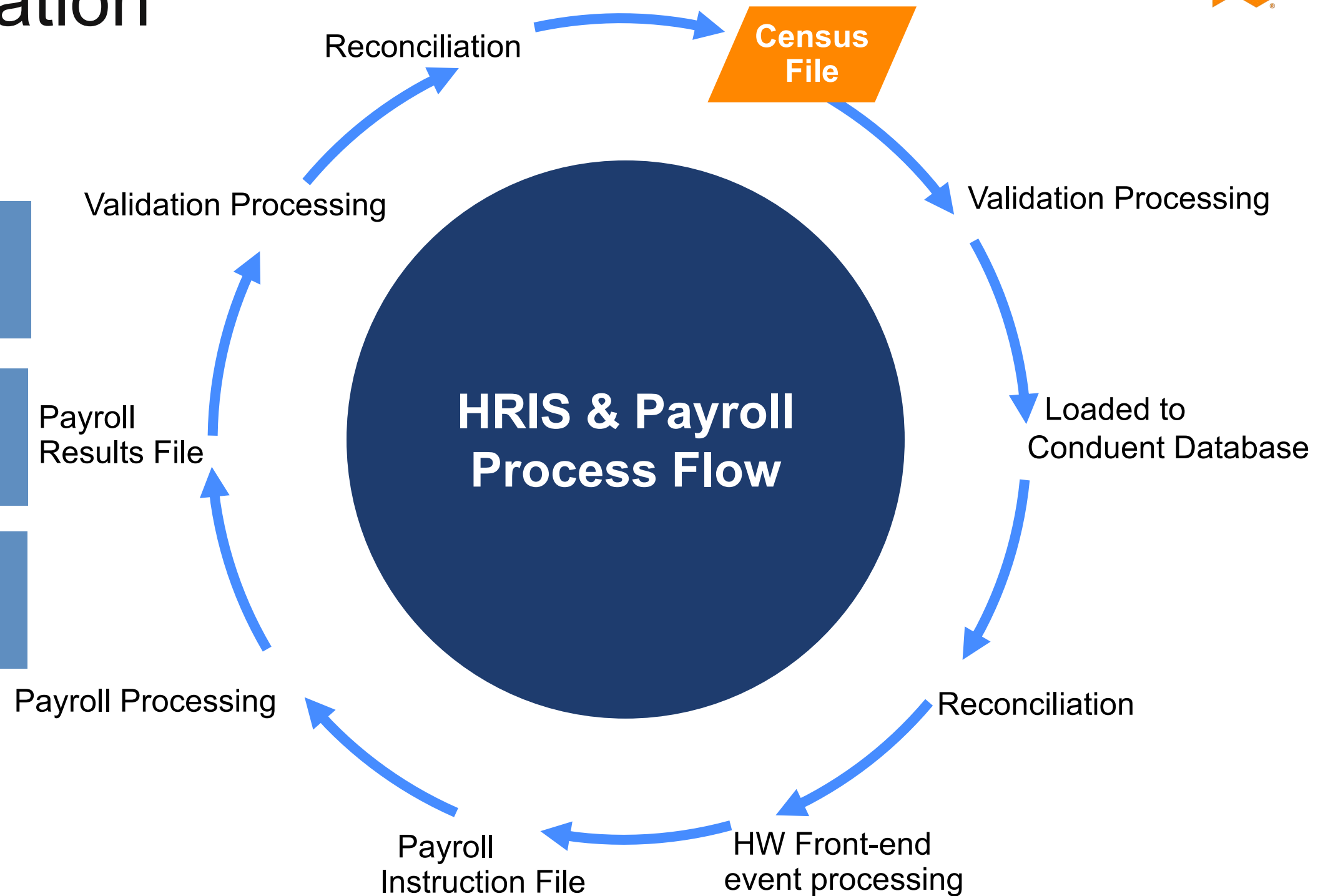- Go Live 1/1/21

## 4 Close & Manage

- Production monitoring and verification
- Ongoing team members assume ownership
- Documentation is finalized

**SDLC**
Software/System Development Life Cycle - SDLC

- Requirement Analysis
- Design
- Implementation
- Testing
- Evolution

# Data Administration
## Process Cycle



**Core Common Database**

**Centralized Data Management Team**

**Validation Process for all Inbound Interface Files**

Reconciliation

Census File

Validation Processing

Validation Processing

Loaded to Conduent Database

Payroll Results File

HRIS & Payroll Process Flow

Reconciliation

Payroll Processing

Payroll Instruction File

HW Front-end event processing

# Requirements Definition & Maintenance

**T
F
S**

## Discovery & Requirements

- Conduent gathers documentation and drafts Business Requirements Documents (BRDs) utilizing an Agile project planning methodology – we develop and configure the system as soon as provisions are ready
- Flexible integration with Hershey – focus on provisions and iterations of the document rather than the entire template
- Best Practice approaches proposed; issues log tracked to define/agree upon deviations

## Design and Translate Requirements

- Technical specifications based on approved provisions and BRDs
- Administrative requirements/Call Center tools development

## Execute and Build

- Agile configuration strategy – developers are working during discovery
- Revisit BRDs with plan changes

## Testing

- Testing Strategy executed – independent testing team assigned
- Defects tracked (BRDs updated as needed)

## Deploy

- Implement systems and transition plan
- Ongoing administration utilizes same BRD approval process and document repository

### Conduent Efficiencies

- Agile project plan methodology
- Up-front BRD validation against existing specification templates and best practices
- Focused reviews for Hershey resources

# Hershey's Requirements & Design

CONDUENT

## Business Requirements Documents (BRDs) – Standards/Best Practices

### Hershey's Rules

- **Authentication/Security** – how employees will access accounts
- **Plan and Populations** – eligibility and calculation rules
- **Life Events** – changes allowed for each population
- **Administrative Processes** – document repetitive processes
- **Vendor Data Interfaces** – document vendor interactions/layouts

### Hershey's Employee Experience Requirements

- **Web** – rules for what each population will see on the web
- **Print** – print communications and materials for each population
- **Service Center** – training material and service center help text

### Knowledge Transfer Plan

- **Transition BRD** – when transition begins
- **Operational Readiness Assessment** – go-live readiness
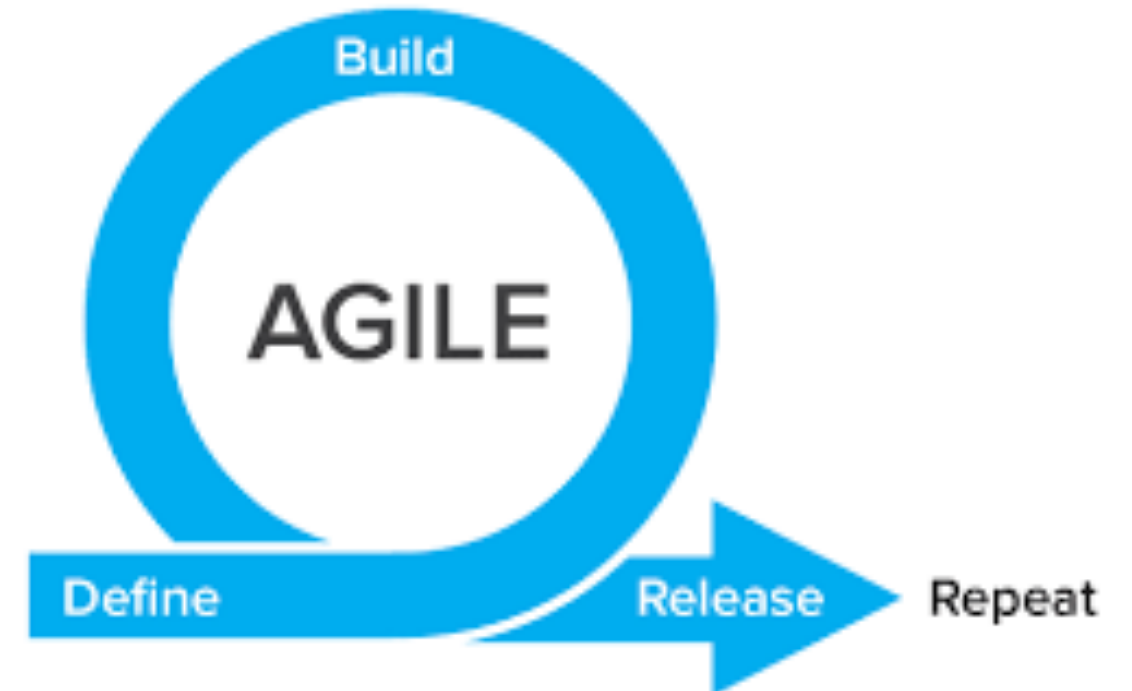
# Build Hershey Test Plans

**Define Test Population**

- Define test population samples for all eligibility groups, including other special groups
- Define test population for all administrative processes
- Define test population for all files and reports

**Conduent UAT (User Acceptance Testing)**

- User Experience testing
- File / Data Exchange testing

**Hershey CAT (Client Acceptance Testing)**

- Finalize how Hershey wants to test
- Define Hershey testing requirements
- Test execution

# PMO Automation

Microsoft Team Foundation Server (TFS) designed to support Agile & Iterative Agile project methodologies using integrated approach to task management

- Work Item Governance:
  - Backlog of relevant work items
  - Customized "boards" for managing individual work items
  - Real-time iteration development
- Testing Module
- Dashboards - Reporting & Progress Tracking
- Project Management Governance
  - Status Reports
  - Issues and Risks
  - Scope and Change Control
  - Meetings
  - Escalation Points
- Document/File Sharing and Repositories
    - SharePoint
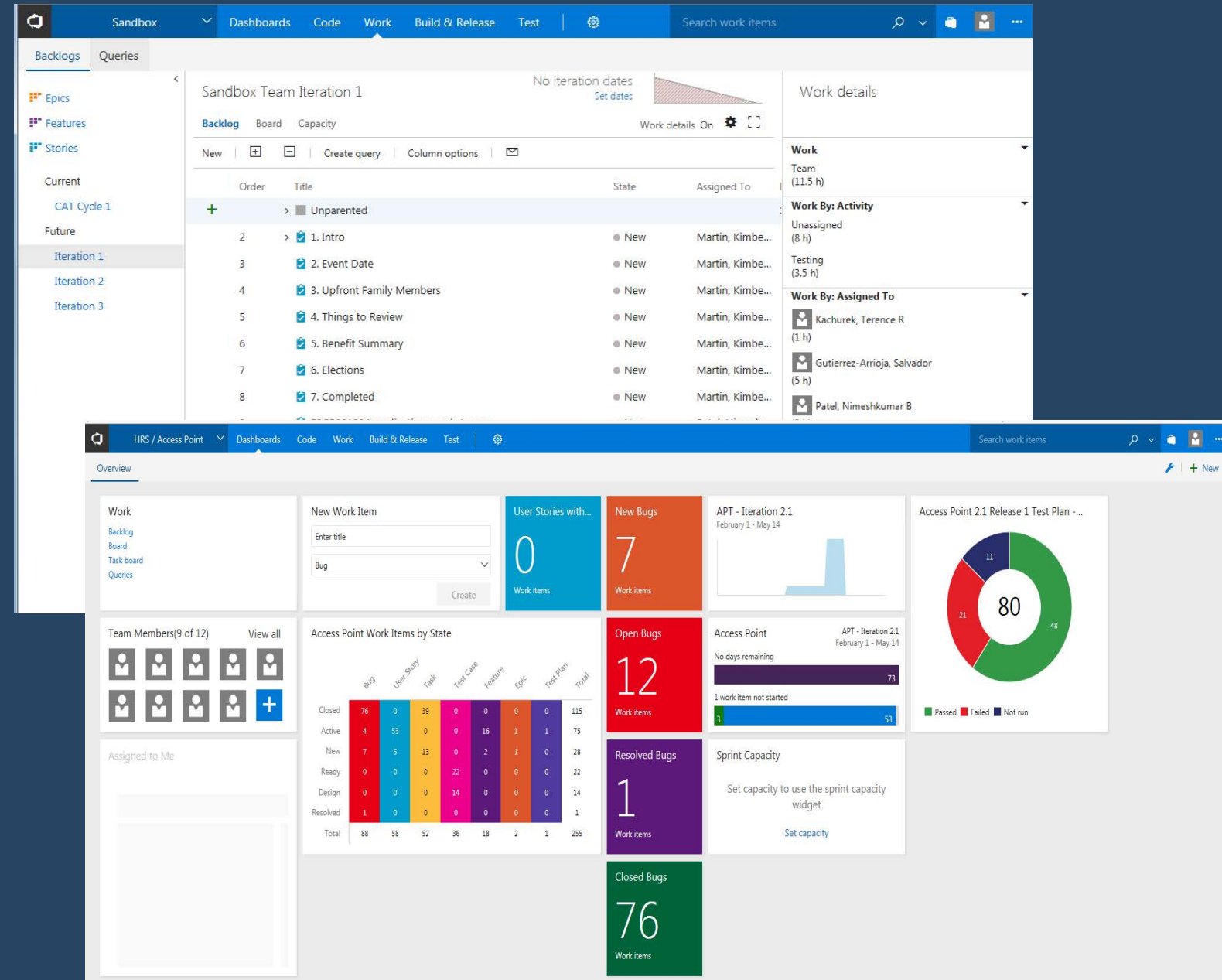
# The Hershey Company Micro-site

Valuable Summary of Information on our Hershey Solution to Share with Hershey Executives and Decision Makers

**www.conduent.com/hershey**

**Password: Hershey**

Please use this link each and every time you are entering the Hershey Life@Work portal.

# Thank you!

**Elizabeth Bufo**

**Client Relationship Manager, The Hershey Company**

**484-793-5431**

**Elizabeth.Bufo@conduent.com**