



## PeopleSoft service line

# Air Canada PeopleSoft 8.9 Upgrade & Consolidation

### Solution Overview

#### Industry

Air Transportation

#### Application

Human Resources /  
Benefits / Payroll for North  
America

#### Solutia SDO

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AIR CANADA is a Canadian-based international air carrier, providing scheduled and charter air transportation for passengers and cargo

Number of Employees as of Dec 31, 2006: 27,734 spanning 50 countries. Paid retirees > 20,000

12 Month Revenue as of Dec 31, 2007: \$11,010,000,000

Air Canada had a need to move to the current version of the PeopleSoft HRMS system. They also wished to leverage their current skill level with the enhanced enterprise integration that was available by upgrading its current versions of PeopleSoft HRMS, v7.02 and 7.5 to a consolidated v8.9 PeopleSoft HRMS environment.

Adding to the project complexity was that Business Process Operations (BPO) were outsourced to Hewitt and Hardware Operations were outsourced to IBM

Business processes at AC continually evolved during the project duration causing disruptions to plans and resources.

## Project Highlights

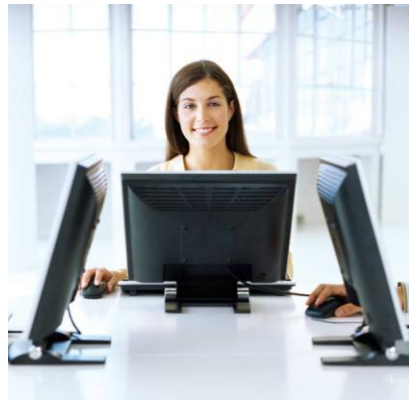
- Implemented new features of core modules
- Better “E”- enabled
- Process Improvement through adoption of delivered functionality
- Elimination of some prior modifications
- Acquired flexibility to adapt to changing business landscape
- Return to supported ERP software versions



### Aims & Objectives

- Objective was to upgrade to PS HCM 8.9 with as little business disruption to AC as possible
- Move to a web based client from a Client-Server model
- Move to a single database from 3 production databases improving efficiency and control

## Solutia's Key Roles



### Project Manager

- Maintained overall control of the schedule, budget and delivery of all deliverables documented within the Charter.
- Managed an ongoing project change control process (i.e., scope change). Coordinated with production change control.
- Prepared management deliverables - on a scheduled basis prepare high-level Gantt charts, activity reports, budget updates, issues list and key deliverables. Sought approval(s) as required.
- Managed outstanding issues, risks and other matters that affect the success of the project. Seek to resolve issues proactively and make recommendations to Steering Committee as required.

### Application Architect

- Defined global functionality of the applications
- Established rules and guiding principles for the applications
- Proposed solutions on how business processes can be re-engineered to keep the applications vanilla while meeting the business requirements.
- Established performance criteria of the application

### Technical Manager

- Maintained responsibility for review of the PeopleSoft project technology and infrastructure design and implementation to ensure that Air Canada development standards and guidelines are achieved.
- Maintained responsibility for coordinating technical team to meet project deliverable timelines
- Maintained responsibility for Quality Assurance of deliverables produced by the technical team
- Resolved issues according to project issue resolution guidelines

### Functional Manager

- Maintained responsibility for ensuring the functional team met objectives, schedule targets and creation of deliverables according to established timelines.
- Ensured deliverables are produced and meet quality standards
- Contributed to HR best practices, methods and documentation

## Challenges

- Changing Project Staffing over a 3 year span
- Development resources were mainly offshore
- Changing business conditions had to be incorporated in the end product

## Successes

Solutia resources played a key part in ensuring the quality of the end product throughout the changing project team and business requirement.

Solutia brought balance to the decision making process through their experience with other large projects.

