

# **Enterprise Resource Planning (ERP) Program: Overview and Status Update**

**Human Resources (HR), Finance & Property Services (FPS),  
and Information Technology (IT) Departments**

**For the Council Committee of the Whole  
February 6, 2014**

# Presentation Outline

- **ERP Program Projects**
- **Background and Approach**
- **Drivers and Scope**
- **Program Benefits**
- **Guiding Principles for Functionality Decisions**
- **Program Organization and Governance**
- **Timeline**
- **Projected Program Costs**
- **Status of ERP Program Projects**

# ERP Program Projects

- **Upgrade** of the hardware (**complete**), database (**complete**), and data warehouse used by the PeopleSoft systems.
- **Upgrade** of the PeopleSoft *human resource* applications from Release 8.9 and 9.0 to 9.2 including:
  - Human Resource Information System (HRIS)
  - Time & Labor (T&L) time entry application
  - Payroll
  - Enterprise Learning Management (ELM)
- **Upgrade** of the PeopleSoft *financial* applications (COMPASS) from Release 9.0 to 9.2.
- **Upgrade** of People Tools to latest version for both HR and Finance.
- **Implementation** of the Cognos (IBM) Business Intelligence (BI) and Analytics reporting software.

# Background

## **In the past...**

- HR and Finance started with two separate software systems; moved to same software in 2008.
- However, each of the departments continued to handle upgrades individually.

## **Today's approach...**

- Recognizes systems are enterprise-wide and support all of City government and its employees.
- Acknowledges interdependencies of the systems and use of the same database management system, hardware, tools and other business functionality.
- Enables more effective integration of modules, systems and processes.
- Holistic approach includes:
  - 1) Full business requirements documentation;
  - 2) Fit gap analysis and recommendations;
  - 3) Training on full system capability.



# Drivers and Scope

## Drivers include:

- PeopleSoft *server hardware* was old and overdue to be replaced.
- The *data warehouse* was being retired by Oracle.
- Oracle no longer supporting versions of PeopleSoft *database* and *software applications* currently used by City.
- The *latest version* of PeopleSoft (Release 9.2) became available.
- HRIS and COMPASS on the *same version* of the PeopleSoft application software.
- Current *business needs* not being met.

## Scope will include:

- Implementing new applications.
- Implementing new functionality.
- Integration with active directory.



# Program Benefits

- New hardware/database upgrade *shortens processing time.*
- ERP applications on *newest* versions and *fully supported* by Oracle.
- Improved functionality and new features creating process efficiencies:
  - *Business process improvements* in areas like benefits administration, procure-to-pay, cash management
  - New employee and manager *self-service functionality*
  - *Enhanced integration* and *automation* between HR and Finance
  - Able to do more online like eForms
  - Utilization of *workflow* to automate processes
  - *Easier to interface* with other systems.
- Better, more accessible information
  - *New data warehouse* offers analytics reporting, dashboards, etc.
  - *Improved reporting capability* for Finance, *new reporting* for HR
  - *Easier to use* providing department staff and management with ability to create own reports and information dashboards
  - *Integration of information* across systems



# Guiding Principles for Functionality Decisions

- **Utilize functionality of the system**
  - Replace customizations when possible
  
- **Simplify and reduce total cost of ownership (TCO)**
  - Automate processes
  - Improve efficiency and effectiveness
  - Improve internal controls
  
- **Sustainability – Get current and stay current**

# Program Organization and Governance

## Program Sponsors

- Human Resources - Patience Ferguson
- Finance - Kevin Carpenter
- Information Technology - Otto Doll

## Steering Committee

- Human Resources - Theresa Nistler
- Finance - Connie Griffith
- Information Technology - Beth Cousins

## Project Team

- Senior IT Program Manager - Naga Narayansamy
- Project Manager HR/ELM - Erick Kieckhefer
  - ◆ HRTS Team
  - ◆ SMEs
  - ◆ PeopleSoft HCM Contractors (7)
- Project Manager Compass - TBD
  - ◆ COMPASS Support Team
  - ◆ SMEs
  - ◆ PeopleSoft FIN Contract Team
- Project Manager Cognos BI - Naga Narayansamy
  - ◆ COMPASS & HCM Support Team
  - ◆ SMEs
  - ◆ PeopleSoft Cognos BI Contract Team

Contractor need driving RFPs and Contracts

# Timeline

## ERP Upgrade Program - Timeline

2013		2014												2015					
Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
PeopleSoft HCM & ELM v9.2 Upgrade																			
Planning Phase		Design Phase				Build Phase						Testing Phase						Go-Live	
PeopleSoft FIN v9.2 Upgrade																			
Planning Phase		Design Phase				Build Phase						Testing Phase						Go-Live	
Business Intelligence / Cognos																			
Planning		Design Phase				Build Phase						Testing Phase						Go-Live	

The final timeline for each project and the program go-live date will be established after completion of the design phase.



# Timeline – Example Activities and Deliverables

Activities and Deliverables by Phase				
Planning Phase	Design Phase	Build Phase	Testing Phase	Go-Live
<b>Project Activities</b>				
<ul style="list-style-type: none"> <li>• Project Definition</li> <li>• Resource Plan</li> <li>• RFP</li> <li>• Risk Assessment</li> <li>• Test Plan</li> <li>• Communication Plan</li> <li>• Project Plan</li> <li>• Initial WBS</li> <li>• Oracle Cert. Install</li> </ul>	<ul style="list-style-type: none"> <li>• Discovery</li> <li>• Functional Analysis</li> <li>• Fit/Gap Analysis</li> <li>• Configuration Design</li> <li>• Functional Specifications for Customizations</li> <li>• Business Process Chg</li> <li>• Initial Upgrade Pass</li> <li>• Data Conversion Validation</li> <li>• RICE Identification</li> </ul>	<ul style="list-style-type: none"> <li>• Configuration</li> <li>• Develop Reports</li> <li>• Develop Interfaces</li> <li>• Develop Conversions (Data)</li> <li>• Develop Enhancements</li> <li>• Unit Testing</li> <li>• Compose Test Scripts</li> </ul>	<ul style="list-style-type: none"> <li>• Integration Testing</li> <li>• System Testing</li> <li>• Performance Testing</li> <li>• Parallel Payroll Testing</li> </ul>	<ul style="list-style-type: none"> <li>• Defect Resolution</li> <li>• Planning</li> <li>• Prep</li> <li>• Deploy</li> </ul>
<b>Deliverables</b>				
<ul style="list-style-type: none"> <li>• Project Definition</li> <li>• Project Mgt Plan</li> <li>• RACI Activity &amp; Responsibility Chart</li> <li>• RACI By Phase Chart</li> <li>• Communication Plan</li> <li>• Risk Mgt Plan &amp; Log</li> <li>• Project Plan/Schedule</li> <li>• Project Costs &amp; Tracking</li> <li>• Request for Proposal</li> </ul>	<ul style="list-style-type: none"> <li>• Business Req Docs</li> <li>• Fit / Gap Analysis Docs</li> <li>• Functional Specifications</li> <li>• Business Process Chg Docs</li> <li>• RICE Tracker</li> </ul>	<ul style="list-style-type: none"> <li>• Configuration Workbook</li> <li>• Technical Specifications</li> <li>• Integration &amp; System Scripts</li> </ul>	<ul style="list-style-type: none"> <li>• Completed &amp; Signed-Off Test Scripts                             <ul style="list-style-type: none"> <li>→ Integration Test Scripts</li> <li>→ System Test Scripts</li> <li>→ Parallel Test Scripts</li> <li>→ Performance Test Scripts</li> </ul> </li> <li>• Entrance / Exit Criteria                             <ul style="list-style-type: none"> <li>→ Integration Test Scripts</li> <li>→ System Test Scripts</li> <li>→ Parallel Test Scripts</li> <li>→ Performance Test Scripts</li> </ul> </li> <li>• Issue Log</li> </ul>	<ul style="list-style-type: none"> <li>• Go-Live Playbook</li> <li>• Go-Live Comm Plan</li> </ul>

# Projected Project Costs

## ERP Projected Program Costs - Summary

Cost Categories	Oracle 11g Upgrade	PS HCM/ELM Upgrade	PS FIN Upgrade	Cognos BI	Total*
Infrastructure	76,568	292,500	161,000	399,800	929,868
External Resources	85,525	3,013,400	3,176,400	2,452,900	8,728,225
Internal Resource Backfill	-	203,100	214,800	-	417,900
Internal Resource Training	-	40,500	80,000	-	120,500
Equipment	-	6,000	6,000	-	12,000
User Training	-	40,000	60,000	-	100,000
Contingency/Mgt Risk 10%	-	359,550	369,820	-	729,370
<b>Total Projected Costs</b>	<b>162,093</b>	<b>3,955,050</b>	<b>4,068,020</b>	<b>2,852,700</b>	<b>11,037,863</b>
	<b>Actual</b>	<b>Projected</b>			

\*Final budget for each project will be established after completion of the project design phase.☒

Funding Allocation To-Date	\$8.7 million
Additional Funding Needed*	\$2.3 million

\*Additional Funding to be requested as part of 2015 CARS process

## ➤ Program Organization

- Sr. Program Manager hired and onboard
- Established weekly meeting schedule for Steering Committee, monthly schedule for project sponsors
- Communication and change management plan in development
- Intensive training for internal staff subject matter experts (SMEs) scheduled

## ➤ HRIS

- Project Manager hired and onboard
- Most consultants onboard
- Beginning design phase
  - Includes integration of applicant tracking system

## ➤ Financials

- Project in planning phase
- RFP issued to hire project manager
- Writing RFP to hire vendor team to do implementation work

## ➤ Cognos BI/Analytics

- IBM and internal staff developing implementation plan
- Sr. Program Manager identified as Project Manager

Questions?

**THANK YOU**

