



PSFM Committee

SAP PROGRAM OVERVIEW

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ERP Program Health

ERP programs are not easily implemented. Well-run highly successful implementations consume financial, time and human capital resources. Top performing programs begin with base assumptions:

- ▶ A solid business case for embarking on the program.
- ▶ Defined criteria for success.
- ▶ Well documented business processes which factor procedures and policies.
- ▶ Organizational readiness: people, governance, and technology.
- ▶ A strong implementation partner with a proven methodology and approach; experience and tempered judgement.
- ▶ Determination, determination, and, more determination.

Our program is succeeding, not perfectly; but succeeding. Employee pay and benefits have continued without interruption. Financial systems are generating statutory reporting. And, vendors continue to render services and receive payment.

Amid the successes are instances where technical and process glitches occur creating unwanted outcomes. The SAP Support organization, team-leads, extended team members, IT Coordinators and vendors respond and work to correct abortions in partnership with affected parties.

ERP Program Overview

- ▶ The County began this multi-year program in 2013.
- ▶ Changes have occurred along the way in key county stakeholder positions, vendor's project management and the County's project manager.
- ▶ In part, these changes caused OIT leadership to seek additional advisory services from Tri-Tech who performed Independent, Verification & Validation (IV&V) services. The IV&V activity confirmed the County's new choice of program manager as a value-add resource.
- ▶ Since 2014 continuity at leadership level and within the steering committee, vendor partner, and county PM position has been maintained. Two components to the program, operations and implementation managed by a contract resource and a contracted resource respectively.
- ▶ LSI has been the primary vendor for implementation activities, while Encyde is the longest tenured operational support provider.
- ▶ CIP funding for the project's implementation is scheduled through fiscal year end 2018; or 6/30/18.
- ▶ Transitioning of the solution into the County's environment will require additional efforts post 6/30/18; and will be a part of OIT's FY19 CIP budget formulation requests starting in October/November of 2017.

Implementation Wave Overview

Original Scope 2013

- ▶ Wave 1 Establishing the Core: Finance, Procurement, limited HR – Completed.
- ▶ Wave 2 Extending the Core: Payroll, Supplier Management, Personnel Administration, Benefit – Completed.
- ▶ Wave 3 Required Additions to the Core: Treasury & Debt, Learning Solution Management (training); Work Order Management – see below.
- ▶ Wave 3A Pension Administration – Completed.
- ▶ Wave 4 Tax & Revenue Management - Written out of scope.

Active Implementations Planned to end within FY 2018

- ▶ Office of Management & Budget - Budget Planning (Public Budget Formulation) – June 2017.
- ▶ Office of Finance - Treasury & Debt Management – TBD.
- ▶ Office of Human Resources – Performance Management & Learning Management Solution – TBD.
- ▶ Office of Central Services – Work Order Management – TBD.

Support Operations & Improvement Opportunities

Support

- ▶ Initial vendor Oakland Consulting Group let go after 9 months due to performance issues.
- ▶ Encyde is current provider of support services.

Improvement Opportunities

- ▶ Increased Governance over proprietary data collection monitoring and reporting via a centralized approach.
- ▶ Special Reporting ability – focused effort to identify internal and external constituencies information needs.
- ▶ Cost Containment – enhanced contracts with stronger performance criteria and penalties pre and post go-live in 2019.

County Based Business Reporting

- ▶ SAP Support continues to work with Central Services and Finance to satisfy spend and participation information needs.
- ▶ ERP leadership in conjunction with Central Services is reviewing options to improve the base procurement solution to include required data elements as many requirements for reporting were not available during the initial solution build. To include:
 - ▶ Remediation of Procurement system to include required data elements
 - ▶ Mandated spend activity reports – CB 30 & CB 19; including:
 - ▶ Defining scope of reports-(i.e. report data/info contents, owner, and schedule)
 - ▶ Report automation

Questions