SAP & EBS Recommendations

City of Portland

Office of Management and Finance

For discussion purposes only; not for distribution

Agenda

- Update
- Final recommendations
- EBS response and progress to date

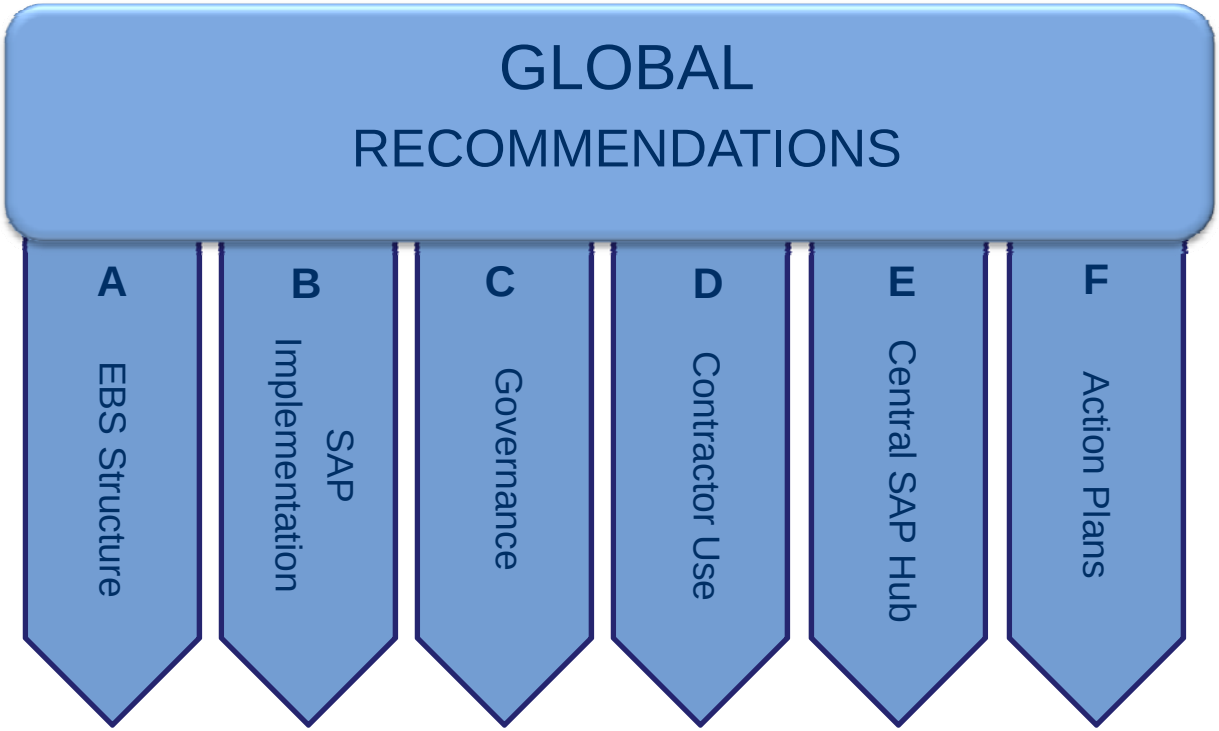
Update

- Finalized findings
- Finalized recommendations
- Reached agreement with CAO and SAP Manager on implementation phases

Recommendations

- Global Recommendations
- Detailed Recommendations

Recommendations

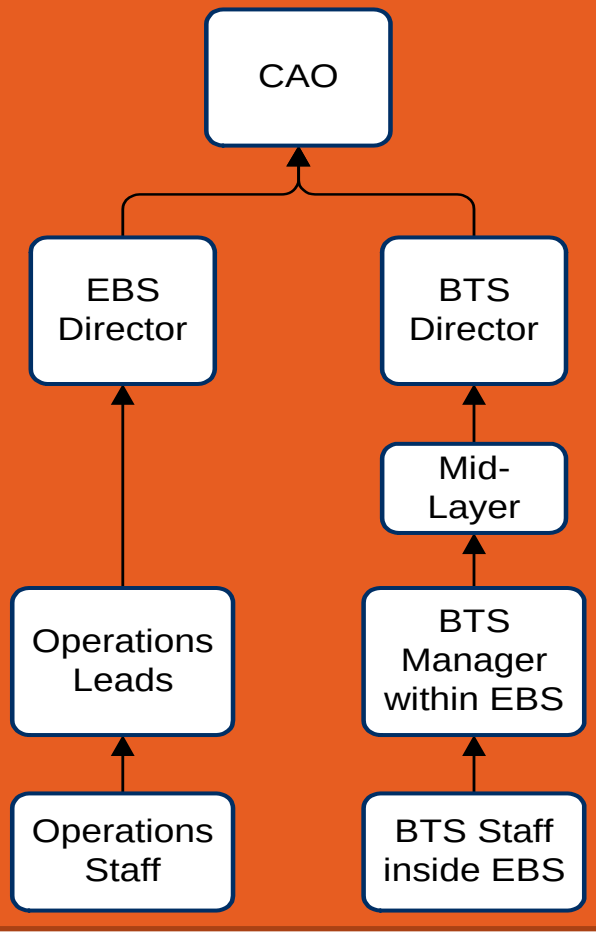


Recommendations

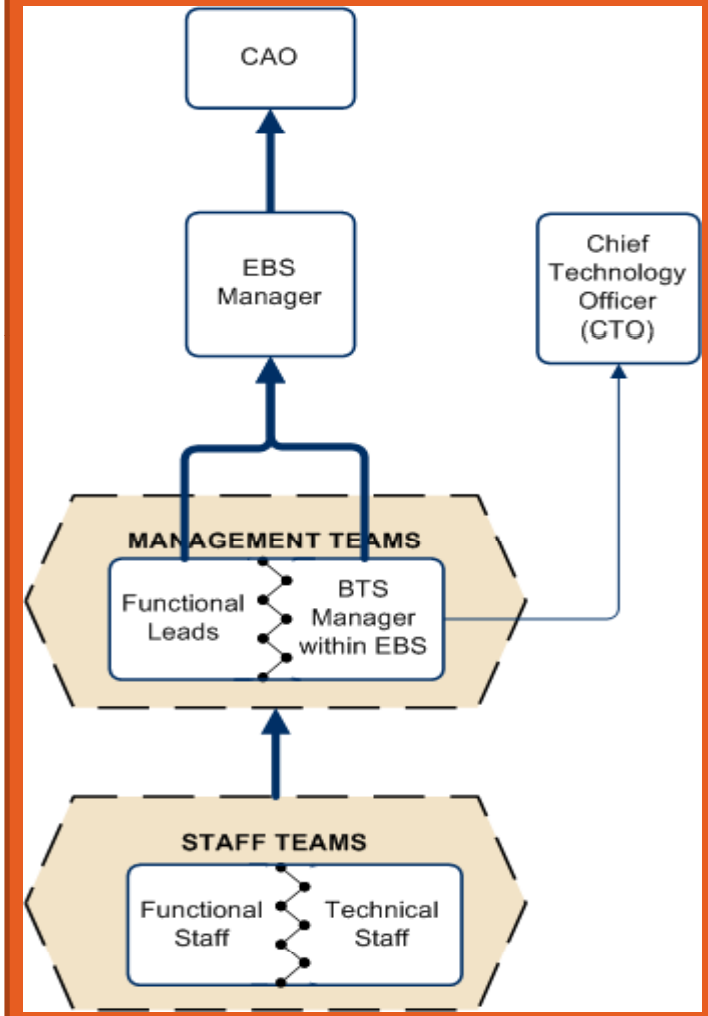
A

EBS Structure

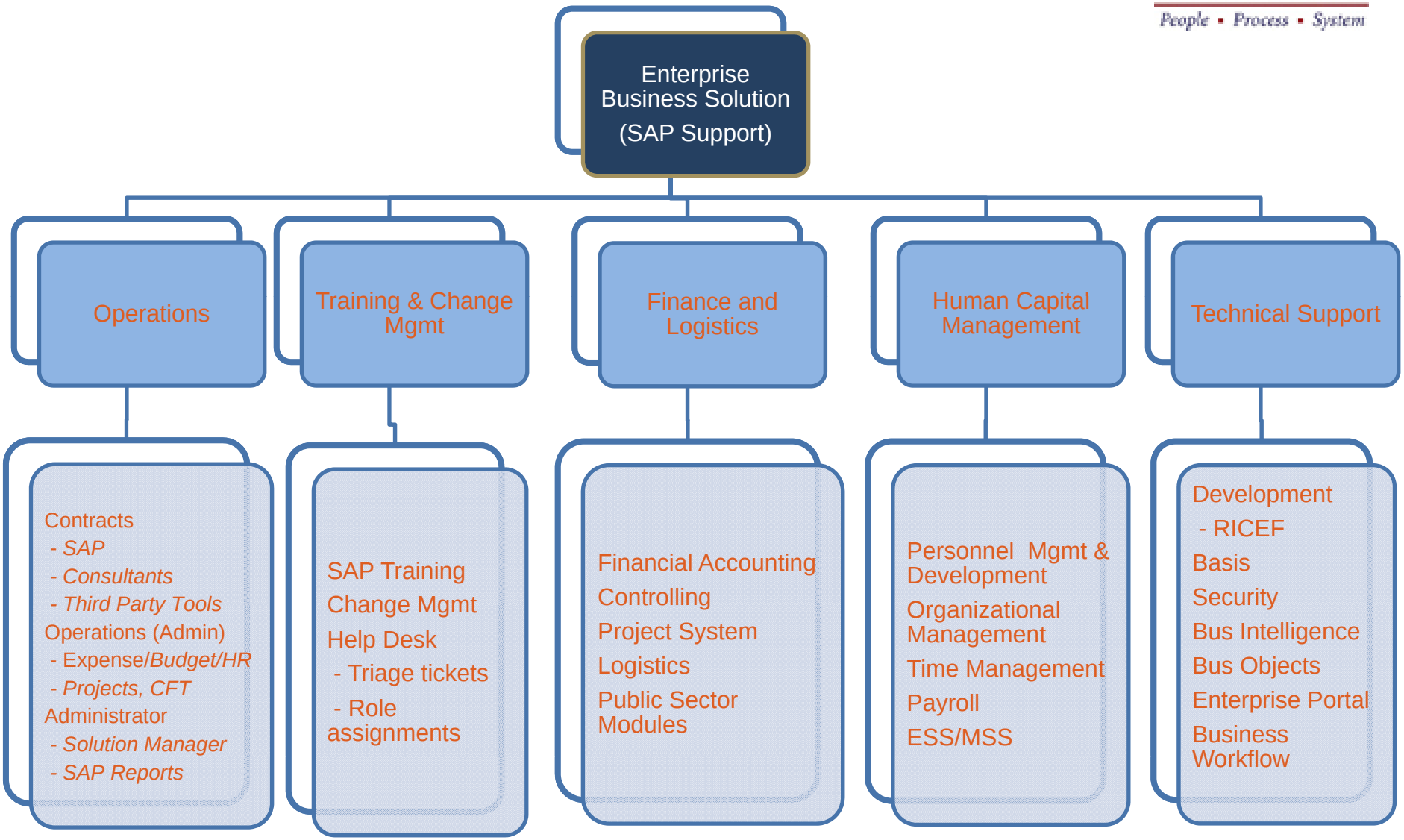
Existing Structure



Recommended Structure



EBS Progress



Recommendations

GLOBAL

RECOMMENDATIONS

B

SAP Implementation

- Review scope of go-live in 2011 against original
- Review blueprint processes against recurring issues

Recommendations

GLOBAL
RECOMMENDATIONS

C

Governance

- Reflect evolution to post-implementation state
- PAC - Redefine membership, refocus involvement

Recommendations

GLOBAL
RECOMMENDATIONS

D Contractor Use

- Develop criteria for when Contractors will be used and how
- Eliminate any contractors unable to comply with constraints

Recommendations

GLOBAL

RECOMMENDATIONS

E Central SAP Hub

Build Trust by

- Understanding SAP capabilities
- Understanding business needs and operations of Bureaus
- Applying knowledge of SAP to Bureau concerns
- Create a decision model with consistent cascading options

Recommendations

GLOBAL

RECOMMENDATIONS

F

Action Plans

- Craft goals that support City's strategic vision and mission
- Identify action plans, assign responsibilities and develop timelines and communication models that ensure goals are met

EBS Progress

ENTERPRISE BUSINESS SOLUTION
People • Process • System

GLOBAL
RECOMMENDATIONS

SAP Modules in Scope but not implemented

- Treasury, Business Workflow, Benefits, PCP and Position Budgeting, E-Recruitment

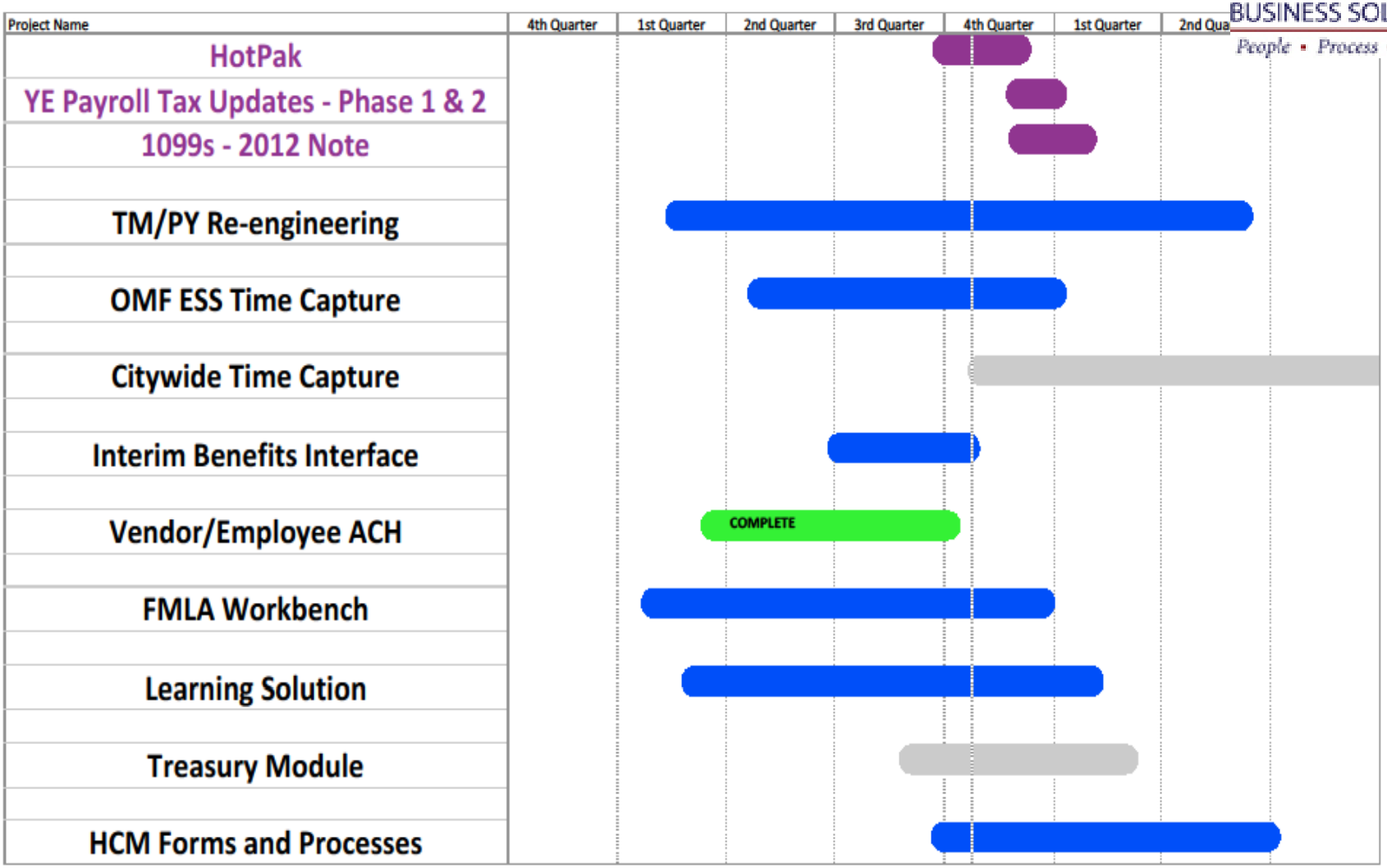
Consulting Contractors (includes EBS Technical)

- Minimize use of flexible services
- All Engagements MUST have SOW that includes:
  - product to be delivered, timeline, work warranty, payment based on performance

- EBS Work Plan on Key Projects *(next slide)*

EBS
ENTERPRISE BUSINESS SOLUTION
People • Process • System

EBS Projects
2012 - 2013



Recommendations

AKT

DETAILED

RECOMMENDATIONS

G – System Use

#1 Training

- Update SAP training to match City's use
- Create a knowledge base to leverage training staff
- Revise training delivery methods to meet users needs
- Develop strategic training plan incorporating users

#2 Shadow Systems

- Define shadow systems and how to use or resolve their use
- Create an inventory to help identify who, why, what
- Determine best solution to resolve

EBS Progress

ENTERPRISE BUSINESS SOLUTION
People • Process • System

DETAILED RECOMMENDATIONS

G – System Use

#1 Training

#2 Shadow Systems

LMS (e-Learning) go-live date of January 2013

•Centralized location for training records across the City.
•Direct integration to SAP personnel administration.
•Managers have direct visibility into training records of staff (through MSS and reports).
•Easy integration other web-based learning courses.
•Automation of manual training processes (budgeting, costing, tracking, reporting.

New SAP Functionalities..

-LMS, PSCD, Treasury Management

New Tools

• EpiUse Tool, TxShuttle

Recommendations

AKT

DETAILED

RECOMMENDATIONS

H – SAP Setup

#3 Time Capture

- Understand difference between time capture and time evaluation
- Evaluate time capture needs of all Bureaus with issues, resolve with
  - Changing business process and migrating to SAP
  - Creating interface into SAP for existing, adequate time capture mechanisms
  - Identify alternatives

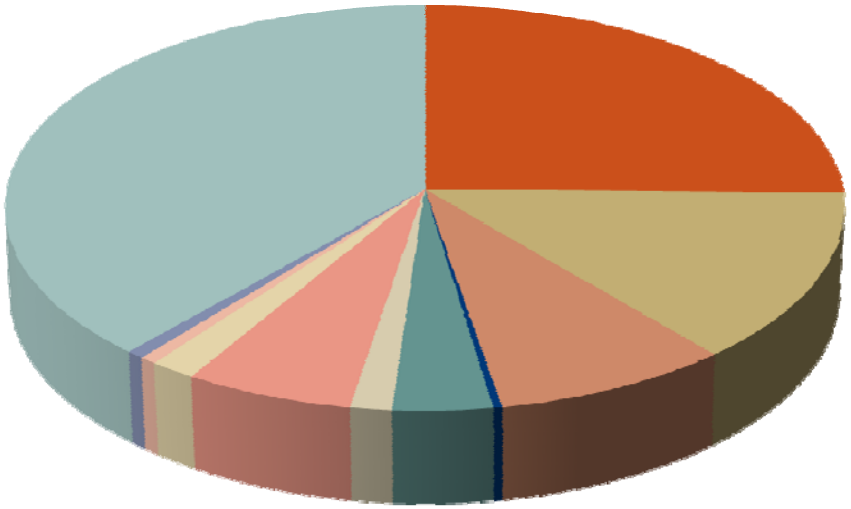
Time and Payroll Process

1. New ESS Time Entry & Leave Approval
2. Interface
3. 3RD Party Application

Process time with union rules and labor laws

EE Paycheck
Financial Postings
3RD Party Postings

Current Time Capture



- Employee Self Service
- UDARS/Double Entry
- Journal/Double Entry
- STARS/Double Entry
- Paper/timekeeper
- PRESS/Double Entry
- Paper/Synergen/Double Entry
- Paper/Spreadsheets/Timekeeper
- Spreadsheets/Timekeeper
- Fleet Focus/Double Entry
- Casuals/Timekeeper

Employee Time Capture Roadmap

2012 *FEB* — *2013* *JAN* — *2014* *JUN*

1. ESS / MSS Design and Pilot

**90% of OMF will use new ESS time sheet
**10% will use interface

2. Visit major bureaus to discuss time capture.

Standardize Employee Time Capture in the City

Option 1: Use new ESS time sheet
Option 2: Interface to existing time capture software
Option 3: Identify new time capture solution compatible to SAP

Entire City will have improved, efficient time capture processes in place

** MSS Time and Leave Approvals can be used regardless of option chosen*

Recommendations

AKT

DETAILED

RECOMMENDATIONS

H – SAP Setup

#4 ESS/MSS

- Understand Bureaus needs and ability to use full ESS/MSS implementation
- Lead the collaborative effort to develop solution with Bureaus.
- Fully implement ESS/MSS where possible to maximize controls and information
- Change user interface to reduce screens and customize dropdowns

EBS Progress

ENTERPRISE BUSINESS SOLUTION
People • Process • System

DETAILED

RECOMMENDATIONS

H – SAP Setup

#4 ESS/MSS

Metrics of MSS Roll-Out: 468 users in 24 bureaus

- View EE data such as absences and basic pay
- View org structure data
- Review and approve leave requests (in Dev)
- Review and approve time entry (in Dev)

ESS Roll-Out Citywide (Except PARKS Seasonal EEs)

- Update Bank Information & Personal Data
- View Work Time & Compensation Data
- Change Withholdings and View W2

Improved Time Entry User Interface: OMF Pilot Project

Recommendations

AKT

DETAILED

RECOMMENDATIONS

H – SAP Setup

#5 Reporting /BOBJ

- Survey and summarize reporting needs of Bureaus
- Understand what SAP has to offer for reporting
- Create reporting trees available to users; train Bureaus on how to use and where to find them
- Use BOBJ when alternatives are exhausted
- Explore business intelligence architecture to support data and relationships

EBS Progress

ENTERPRISE BUSINESS SOLUTION
People • Process • System

DETAILED RECOMMENDATIONS

H – SAP Setup

#5 Reporting /BOBJ

Report Selection – Report Tree created and deployed April, 2012

EBS SAP Report Strategy

- Create Inventory of Reporting Needs
- Analyze Needs
  1. Training Issue
  2. Out of the Box Reports
  3. Ad-Hoc Query's
  4. Identify Reports for BOBJ
     I. Select BOBJ Solution Architect
     II. Create BOBJ Roadmap

Timeline = November 2012 – June 2013

Recommendations

DETAILED RECOMMENDATIONS

H – SAP Setup	
#6 Procurement	• Adjust required approval layers • Develop and implement workflows • Use p-cards and price agreements as appropriate
#7 AR and AP	• Review AR needs of Bureaus and determine best way to meet non-central services AR needs • Determine & implement cost effective way to pay vendors
#8 Document Management	• Understand Doc Mgmt needs of Bureaus and how currently being met • Review SAP's ability and capacity against other systems in use in the City • Determine and implement retention and destruction policies

EBS Progress

ENTERPRISE BUSINESS SOLUTION
People • Process • System

DETAILED

RECOMMENDATIONS

H – SAP Setup	EBS will continue to support City policy and processes
#6 Procurement	AR End-User Training – Complete PSCD – Initiation Interview; Overview of Functionality and Integration with Other Modules; First Demo presented by a SAP Customer Demo; 2nd Demo presented by SAP America; APPROVAL PROCESS, Write Business Requirements with Customers Vendor ACH has been successfully, program is expanding Will start employee ACH reimbursements in Nov/Dec
#7 AR and AP	
#8 Document Management	Evaluating costs and benefits of using TRIM versus SAP Storage EBS will continue to support City policy and processes

Recommendations

AKT

DETAILED

RECOMMENDATIONS

I – ERP Management

#9 Governance

- Create new governance structure reflecting post-implementation phase
- Use PAC strategically rather than operationally
- Leverage staff through communication and knowledge transfer protocols with on-the-ground users

#10 Strategic Plan

- Develop customer focused strategic plan that supports mission and translates to actionable items
- Include metrics to measure successful change in organization and individuals
- Will support OMF Strategic Plan

Recommendations

DETAILED

RECOMMENDATIONS

#11 Change Orders

- Re-engineer change order process to reduce time to resolve
- Track change orders and provide transparent status to requestors
- Assign task and decision making responsibility to lowest appropriate level
- Catalogue all change orders, return to requestors to confirm need, determine when one change will impact/resolve others

EBS Progress

ENTERPRISE BUSINESS SOLUTION
People • Process • System

DETAILED

RECOMMENDATIONS

#11 Change Orders

EBS is working with BTS to replace Altiris 7 Help Desk System. The process to triage and assign help desk tickets is dependent on the functionality of the new system

- Preparation for Change -
- EBS is in the process of redefining the change request process
  - streamline approval process
  - transparency
  - clear definition of authority
  - availability of appropriate resources

Prioritization and Timeline

Phase 1: Short Term High Priority:

- Time/Payroll Tickets, Time Capture, Change Order Process, Training, Governance, ESS/MSS

Phase 2: Medium Term High Priority:

- Shadow Systems, Reporting/BOBJ, Document Management, Accounts Receivable and Payable

Phase 3: Long-Term Medium Priority

- Procurement,, Strategic Plan

Next Steps