EBS ESC/PAC Joint Meeting

Date: 3/19/09
Time: 10:30 A.M. – 12:00 P.M.
Location: EBS West Conference Room

Introduction
The PAC and ESC reconvened to formalize the decision to reset the HCM go live date.

Analysis & Input
Bruce Theurer updated everyone on what's been happening on the Project this past week.
- The Project met with bureaus that indicated they were a No-Go to gather input on details of what is needed to move them to a go live position
- Reviewed summary of bureau meetings with the PAC on Tuesday, March 17th
- At the Mayor's direction a Citizens Review Committee met to discuss the Project and get their recommendation. (The citizens had public or private sector experience with SAP or IT management.)

Bureau Readiness Needs
Jennifer Sims summarized what must be done to move bureaus to a go live position. A chart analysis indicating the bureaus' readiness status and needs was completed, *see* page 5.
- System Readiness
  - Need to close issues
  - Focused parallel testing for some bureaus is needed
  - Complete the work on Interfaces (WRICEF development)
- Bureau Readiness
  - Timekeeper training and practice
  - PA and central bureau training
  - Dry run of interim time collection
  - Job Aids, Definitions, Process Flows
  - Communication
  - Support Plan (post go live support)

Conclusions
Based on the analysis and input from bureaus, the recommendation is a 3 month extension.
- Given the effort to complete what is needed, particularly for testing, 1 or 2 month options are not viable
  - Additional work of mid-quarter conversion adds risk and complexity
  - Detracts from focus on critical go-live activities
- Citizen Review Board supports No-Go decision, recommends 3 month extension
- Recommendation of PAC is a 3 month extension

Cost
Bruce provided an estimate of the cost allocation to bureaus (handout) for extending the Project go live date.
- Staffing, work plan and cost estimates are in process
- Cost will be allocated to bureaus
- Primary option is debt

Key Factors for Success
Bruce reminded everyone of the key factors for the success of this Project.
- A plan that is tailored and focused on critical go-live concerns
  - We need to drive to resolve those concerns, to stay focused
- Scope Containment
  - Cannot open up our scope, very critical we move forward and focus on what needs to be done
- Sustain team morale and energy
  - Across the City – decisions impact the Project team
- Bureau execution to the plan
  - Make sure our bureaus can execute the plan
- Project Team execution to the plan
  - Make sure our Project team can execute the plan

Project Action Plan
Bruce reviewed the project action items and bureau action items for the HCM reset schedule. Ken Rust stressed to everyone that is a joint effort, bureaus and the Project, to complete these items.
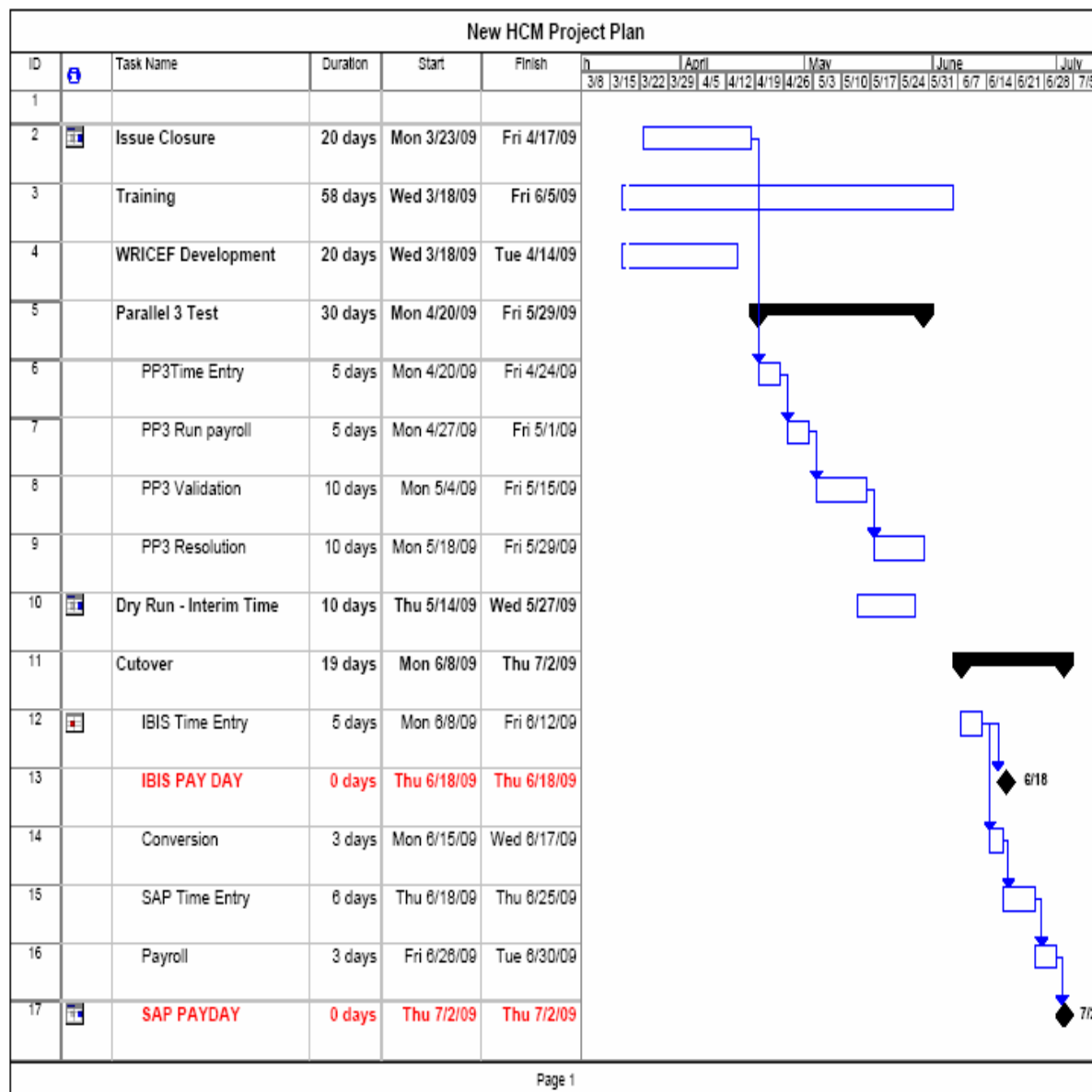
1. Closure of Issues (4 weeks)
   - There will be a single, consolidated list that the bureaus agree with. The list will be posted on the EBS website and updated periodically.
   - Resolve and close issues (some bureaus may need to develop workarounds in their bureaus as a result of issue resolution in order to be ready for go live).

2. Training and Process Education
   - Timekeeper Training and Practice (support sessions will continue)
   - PA refresher training
   - Central bureaus (Payroll and HR process owners will receive training, and process education from the functional team on the new processes)

3. Parallel 3 Test (6 weeks)
   - Provide environment and support for bureaus to execute a focused parallel test on specific employees
   - PP2 time period will be tested 1/8 – 1/21. Some bureaus will do focused entry of cost objects in order to a see a demonstration through financials.

4. Dry Run of Interim Time Collection
   - Bureaus to define specific requirement and execute within the bureau

5. Job Aids, definitions, process flows
   - Publish documentation to support bureau needs. Bureaus may re-edit to bureau specific.

6. Communication
   - IBIS/SAP differences.
   - The Project recognized communication to the bureaus and to the right people is key to the success of this Project.

7. Complete WRICEF development
   - No change to approach – continue to execute to completion

Bruce identified additional items the Project and the bureaus will need to address as a result of the three-month extension.

- Individual bureau plans to document activities
  - Make sure bureaus are in sync and parallel with the overall project plan, i.e. confirm number of issues, how many timekeepers need practice.
- Integration with fiscal year end activities
  - The cutover will be merging with year-end purchasing, and benefits enrollment
- City reorganization
  - New org structures effective July 1 – impacts some bureaus, in particular BHCD
- Staff vacations
  - Will need to work with team leads to allow vacations for project team members

New HCM Project Plan
Bruce previewed the new plan and the dates outlined below.   Specifically, for those bureaus who will be participating in the parallel 3 testing, time entry is the week of April 20-24. The bureaus will review and report issues May 4 – 15. The bureau and project will resolve issues May 18 – 29.

New HCM Project Plan

ID		Task Name	Duration	Start	Finish
1					
2		Issue Closure	20 days	Mon 3/23/09	Fri 4/17/09
3		Training	58 days	Wed 3/18/09	Fri 6/5/09
4		WRICEF Development	20 days	Wed 3/18/09	Tue 4/14/09
5		Parallel 3 Test	30 days	Mon 4/20/09	Fri 5/29/09
6		PP3Time Entry	5 days	Mon 4/20/09	Fri 4/24/09
7		PP3 Run payroll	5 days	Mon 4/27/09	Fri 5/1/09
8		PP3 Validation	10 days	Mon 5/4/09	Fri 5/15/09
9		PP3 Resolution	10 days	Mon 5/18/09	Fri 5/29/09
10		Dry Run - Interim Time	10 days	Thu 5/14/09	Wed 5/27/09
11		Cutover	19 days	Mon 6/8/09	Thu 7/2/09
12		IBIS Time Entry	5 days	Mon 6/8/09	Fri 6/12/09
13		IBIS PAY DAY	0 days	Thu 6/18/09	Thu 6/18/09
14		Conversion	3 days	Mon 6/15/09	Wed 6/17/09
15		SAP Time Entry	6 days	Thu 6/18/09	Thu 6/25/09
16		Payroll	3 days	Fri 6/26/09	Tue 6/30/09
17		SAP PAYDAY	0 days	Thu 7/2/09	Thu 7/2/09

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July Go Live Cutover Schedule

The cutover schedule is the same sequence of events as April. Bruce noted that the Project will be working 24/7 to complete the IBIS payroll and conversion June 12 – 17. The Project will communicate to the bureaus how they will continue doing business during the SAP downtime (June 15 – 17), and HR transactions downtime (June 12 -19). The timekeepers will have access to the new system on June 18 for time entry.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 JUNE	**2**	**3**	**4**	**5** Deadline for IBIS changes to HR/ Central Payroll	**6**
7	**8**	**9**	**10**	**11** Final HR transactions in IBIS	**12** Final IBIS Time Entry Pseudo Payroll	**13** Pseudo Payroll OMF Checkout Final IBIS Payroll
14 IBIS Data Availa Data Conversion	**15**	**16**	**17**	**18** PAY DAY (IBIS) TK access to SAP	**19**	**20**
SAP Downtime - includes FILO				SAP Time Entry		
Data Conversion						
No Employee Transactions						
21	**22**	**23**	**24**	**25**	**26**	**27**
SAP Time Entry						
	SAP Employee Transactions Begin			PY Simulation		
28	**29** Final Corrections	**30** PY run in SAP	**1** JULY	**2** PAY DAY (SAP)	**3**	**4**
PY Simulaiton						

Reset Recommendation Formalized

Based on the proposed project plan, the discussions with bureaus, PAC recommendation, and opinion of the Citizens Review Committee, Ken Rust asked the ESC members for their consent of a three month extension. The ESC concurred.

What's Next?

- Timekeeper meetings resume on March 24 at 1:00 PM
- CMT meetings will continue to meet twice a month
- PAC meeting on March 26 at 10:30 AM, meets weekly
- ESC meeting on April 2 at 8:30 – 10:00 AM

Bureau Readiness Needs.

Bureau	Ready?	Time Keeper Training/Practice	Bureau Process Readiness	Testing	Issues Resolution	Job Aids	Other factors to be considered
BES	N	Y	Y		Y	Y	Cost objects
Biz Ops	N	Y	Y		Y	Y	
BOEC	N	Y		Individual scenario by TK	Y	Y	
BTS	N	Y	Y	Parallel	Y	Y	PA training
Fire	N			Parallel	Y		OM/PA information
FPD&R	N						Interface
HR	N		Y				Central bureau training
Parks	N	Y	Y	Parallel with 36 TK's	Y		Hiring of seasonal employees
PBOT	N	Y	Y	Focused PP	Y	Y	Interfaces, 12 hour shift testing
POEM	N						Staffing - FILO work load
Police	N			Focused PP	Y		
Water	N	Y		Focused PP	Y	Y	
BDS	Y						
BFS	Y						
BHCD	Y						
Cable	Y						
City Attorney	Y						
City Auditor	Y						
Council Offices	Y						
Gov. Relations	Y						
Human Relations	Y						
ONI	Y						
OSD	Y						
Planning	Y						
Purchasing	Y						
Revenue	Y						