



Program Advisory Committee

April 19, 2012



SAP TIME MANAGEMENT ISSUES



Assessment to date has revealed the following issues in Time Management

- A. Things are worse than thought and there is a lot of work to be done
- B. There are major issues with the Time Management structure in SAP
- C. Initial choices during implementation have led to ongoing issues
- D. The way consultants have been used to resolve major issues is ineffective
- E. There is no knowledge transferred from the consultants to City staff
- F. Work that has been done by consultants only address the symptoms of the problems not the root causes.
- G. There are 135 “Tickets” from the bureaus requesting resolution of Time Management issues
- H. We are spending \$80K a month on consultants, to resolve the tickets, with little to no progress being made to improve functionality

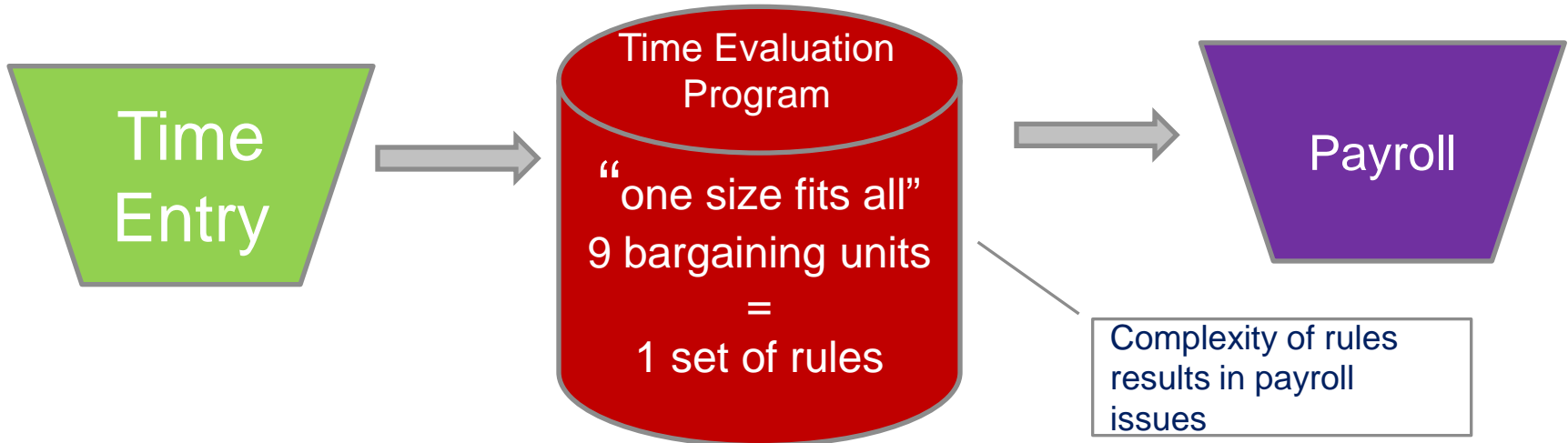


Action taken to date

- A. Hired new SAP manager Satish Nath to Lead the EBS division
- B. Holding one-on-one meeting with Bureaus to gain a better understanding of their issues. Have met one-on-one with Fire, Police and BOEC
- C. Changed the working relationship with consultants
- D. Developed a proposal, that includes a consulting action plan, to resolve Time Management issues
- E. Proposal can be implemented within current EBS budget



Current Time Management Structure



Bureau	Tickets	Bureau	Tickets
City-wide / Time	45	BES	10
Police	17	Water	10
Fire	14	Transportation	8
City-wide / Payroll	21	Parks	3
BDS	3	BOEC	2
Auditor	1	Housing	1

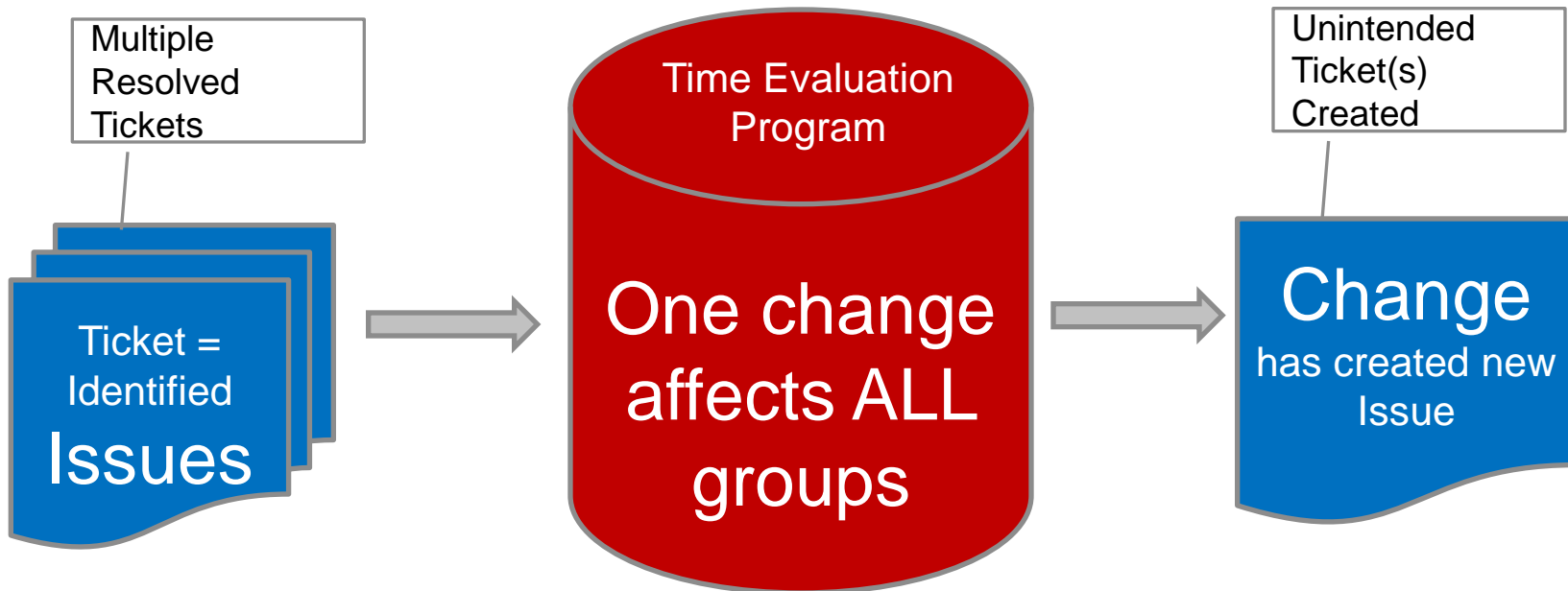
Outstanding Tickets :

135

- Several employees’ paychecks require corrections every payday
- Complex program causes delay in payroll process time incurring employee overtime



Issues with Current Structure



Complexity of rules by bargaining unit results in the following types of computation errors:

Overtime

FLSA

Holiday Pay

Shift Differential

Premiums

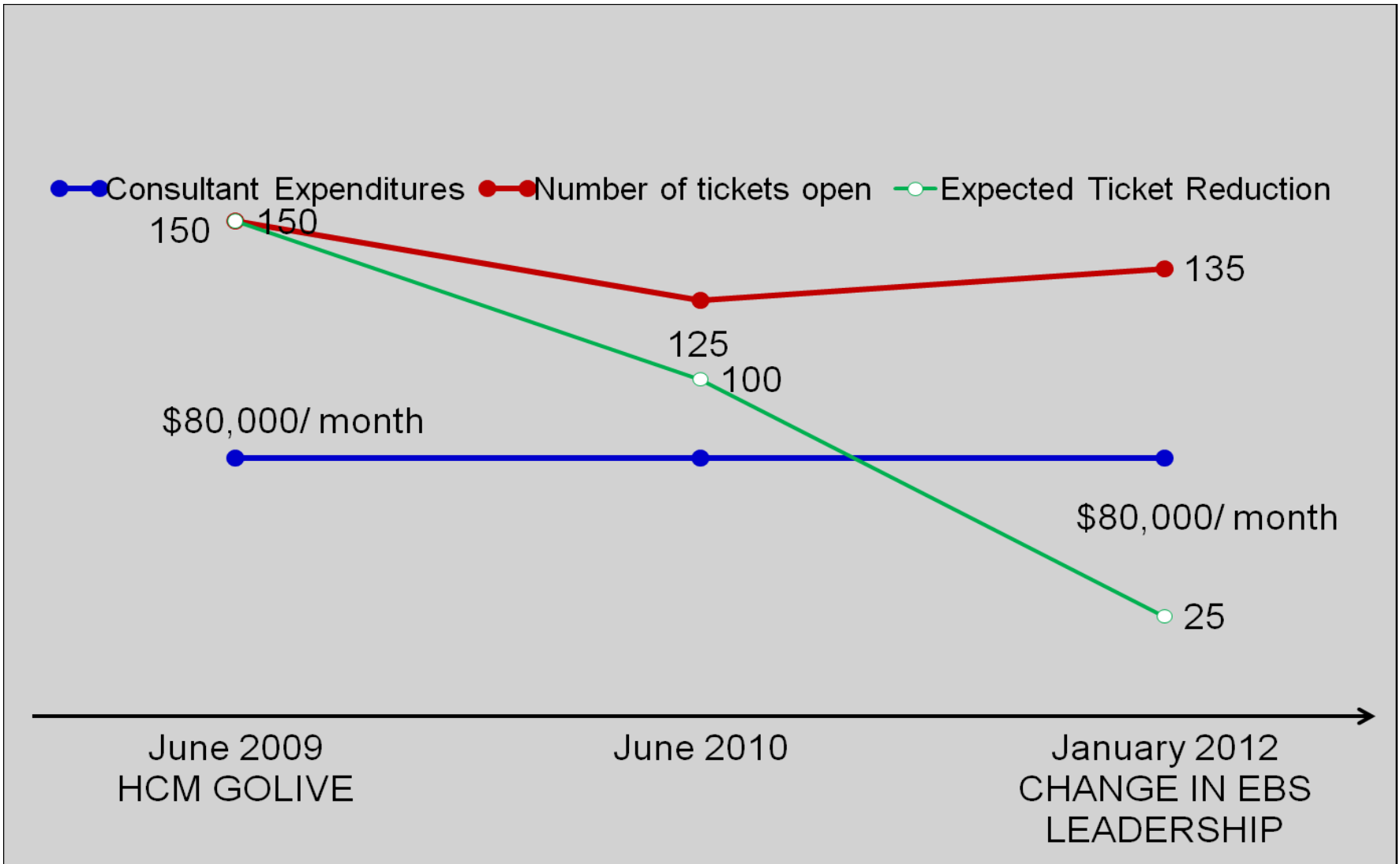
Quota / Quota Accruals

New / Renegotiating Contracts

Working out of Class

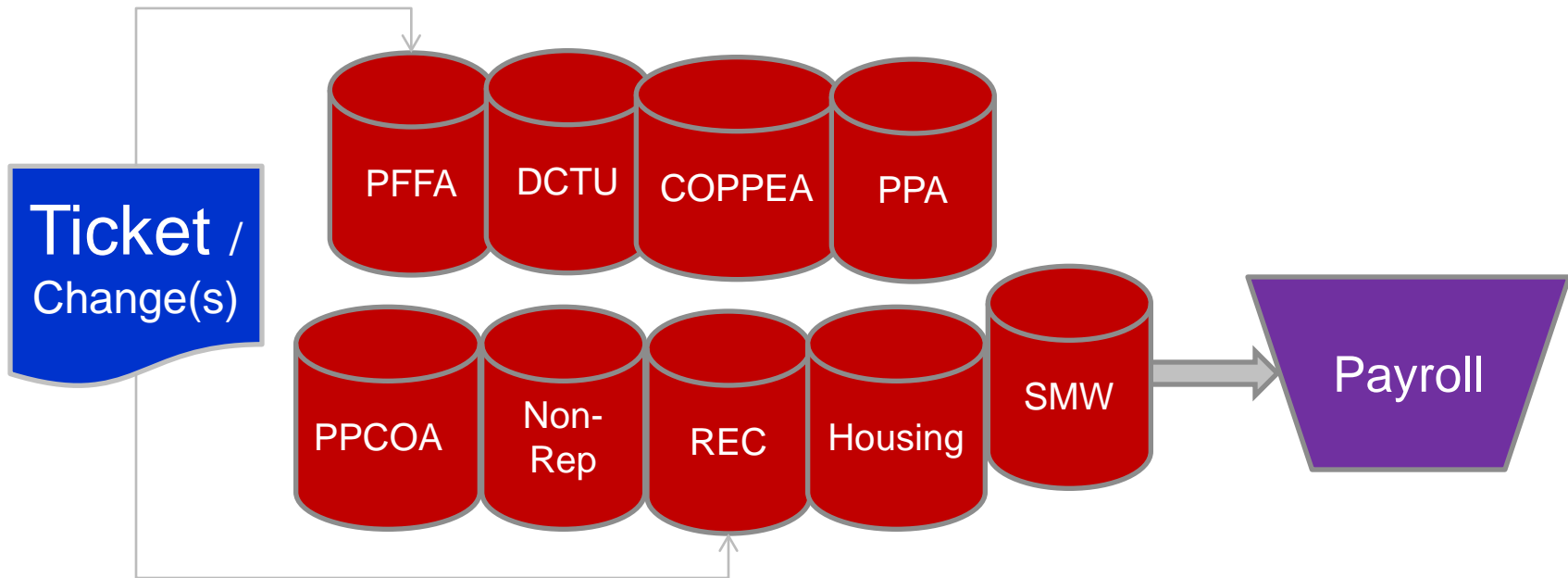


Ticket Count vs. Monthly Consultant Expenditures





Re-engineered Time Management



Efficiencies Gained

- Outstanding issues will be resolved during the re-engineering process
- Contract changes achieved more efficiently and effectively
- Stable environment for Time and Payroll
- City employees will be paid consistently and correctly
- Time Management support costs will be reduced
- Faster / more accurate testing
- Shift from reactive to proactive efforts to provide more automation for time entry and approval



Consulting Action Plan



Previous Consultant / EBS Relationship

Remote Consultants



EBS Staff



- 100% technical/ programming knowledge
- 100% configuration

- Current annual cost \$960,000
- Addressing symptoms, not root cause
- System continues to be inefficient to meet business needs
- Closing avg. 5 tickets per month



Consulting Action Plan

Interim Consultant / EBS Relationship

Onsite Consultant



EBS Staff



- Lead Time Analyst Hired
- (2) City staff are currently trained in configurations

- We are saving money by minimizing consulting
- Cost savings will be used to address proposed solution



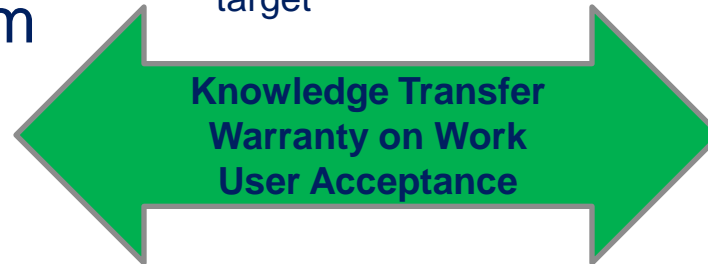
Consulting Action Plan

Proposed Consultant / EBS Relationship

On-Site
Consultant Team



6 – 8 month
target



EBS Staff



- Require RFP / Contract to resolve all tickets
- One-time cost of \$900,000 (covered within current budget)
- All tickets resolved

- 100% technical/ programming knowledge
- 100% configuration



Summary

A. Benefits

- Implementing this proposal will result in less money spent over time, better customer service and greater efficiency

B. Contract will include:

- A new Time Management structure – with modules that are scaled appropriately to the City's grouping of employees and rules
- Resolution of outstanding time management tickets
- Warranty of all work products
- Knowledge transfer from consultants to City staff



Summary ..continued

C. No increase in budget

- Cost of approximately \$900K are already in the EBS division's budget and are currently being used to address the symptoms of the problems not the root causes.

D. Long-term realized savings

- Through reduced, ongoing reliance on consultants

E. Proposed Timeline

- Implementation Period: June – December 2012
- Warranty Period: January – March 2013



Summary ..continued



F. Resources

- New Consulting Team
- EBS Staff
- City Bureau Staff

G. Additional Benefits

- Savings will be diverted towards new functionality and creating efficiencies in SAP
- Labor and bureau issues regarding time management will be resolved
- A stable SAP/Payroll System



ESS / MSS



ESS/MSS



Citywide ESS/MSS Current State

3 roles:

ESS Time Entry: 2,356 positions in 20 Bureaus

ESS Personal Data: 3,300

MSS Display: 367 roles in 22 Bureaus



ESS/MSS



ESS Time Entry		
Auditor	Gov Relations	OMF – Purchases
Comm #3	Housing	OMF – Revenue
Comm Tech	Neighborhood Involvement	Parks
Development Services	OMF-BTS	Planning & Sustainability
Emergency Management	OMF-CAO	Transportation
Environmental Services	OMF – Fin Svcs	Water
FPDR	OMF – BHR	



ESS/MSS



MSS Display		
Attorney	Gov Relations	OMF – Purchases
Auditor	Housing	OMF – Revenue
Council Offices	Neighborhood Involvement	Planning & Sustainability
Community Technology	OMF-BTS	Transportation
Emergency Management	OMF-CAO	
Environmental Services	OMF – Fin Svcs	
FPDR	OMF – BHR	



ESS/MSS



Bureaus rolling onto MSS in the next 1-2 months:

- Water
- Parks
- BDS
- BOEC



OMF – Automated Time Capture & Approval



Goal: 100% Usage of New ESS Time Capture & Approval

Why:

- Entering clock times is painful for users
- Entering time on daily view is painful for users
- Inadequate template functionality
- Too many clicks
- Too many choices in drop down menus
- Quota balance in a different location
- Electronic Time Review and Approval Needed

How:

- New User Interface – Demo
- Electronic Manager Review and Approval



Current Time Sheet Pain Point Examples



OMF – Automated Time Capture & Approval



New User-Interface Prototype Demo



Timeline

Phase	Start Date	Completion Date
Project Prep	03/01/2012	04/13/2012
Blueprinting	04/16/2012	04/30/2012
Build and Test	05/01/2012	06/30/2012
Final Prep & Pilot	07/01/2012	08/31/2012
Full OMF Roll-out	08/01/2012	09/01/2012
Rest of City Roll-out	10/01/2012	Ongoing



Stakeholder Assistance



- Requirements
- Blueprint Review
- End User Acceptance Testing
- Maintaining Org Structures



OMF – Automated Time Capture & Approval



Questions?



Evaluation of Reporting Needs



BOBJ



BOBJ Advisory Group



- Chartered by the Sub PAC on BOBJ
- Purpose: Prioritize, design, and test BOBJ reports that have citywide application
- Members from OMF, Parks, PBOT, Police, and Water with staff support from EBS
 - Members also reach out to Super Users across the City for input
- Started meeting in November, 2011



BOBJ Reports Sponsored by Advisory Group



- Budget to Actuals with 3 years of history
 - Budget and actuals for the current year and three years of spending history for the same fiscal period. Also calculates a simple projection for the current year.
 - Pilot project: Ability to schedule an automatic email of the report
 - In production
- Budget to Actuals with Cost Objects
 - Year-to-date revenues, expenses, and encumbrance values for cost objects (cost center, order and project/WBS element) in relation to the fund center.
 - In production



BOBJ Reports Sponsored by Advisory Group



- **Contract Balances**
 - Shows contracts with encumbrances, amount spent, and remaining balances.
 - In Production next week
- **Payroll Detail**
 - Shows payroll postings by employee, including employee name, job title, posting dates, and other information to assist with research of retroactive pay adjustments.
 - In design
- **Available Grant Funds**
 - Shows active grant projects, amount expended, and remaining balance
 - In design



Sample Emailed Report



- BA09: 4 Yr Comp, by Fund & Fund Ctr, w- CI Roll-up
- 100000
- Central
- Central Service Coordination Team
- Chief's Office
- Detective
- DVD
- East
- Family Services
- FED
- Fiscal
- ITD
- n/a
- Non-departmental
- North
- Personnel
- Professional Standards
- Property Evidence
- Records
- Strategic Services

City of Portland
 Four Year Comparative Budget to Actual
 By Fund & Police RU
 with Commitment Item Roll-Up
 Fiscal Years 2009 to 2012, Acctng. Period Jul (AP1) to Dec (AP6)

Fund: 100000 - General Fund Period End : DEC 31, 2011

Police RU: Central

Commitment Item Roll-Up & Description	FY 2009	FY 2010	FY 2011	FY 2012	Year-End Projection for FY 2012				
	Actuals (AP1 - AP6)	Actuals (AP1 - AP6)	Actuals (AP1 - AP6)	Actuals (AP1 - AP6)	Projection (AP7- AP12) Note 1	Projected Year-End Note 2	Current Budget	Projected Year-End Balance Note 3	Projected % Budget Remain Note 4
448 - State & Federal	0	0	-784	0	0	0	0	0	0.00%
448 - Local	-56,920	-119,219	-103,301	-186,906	-186,906	-373,811	-250,000	123,811	-49.52%
Federal, State, & Local Sources	-56,920	-119,219	-104,085	-186,906	-186,906	-373,811	-250,000	123,811	-49.52%
464 - Interest Income	0	0	760	0	0	0	0	0	0.00%
476 - Sales Miscellaneous	-10,524	-83,951	-69,414	-89,549	-89,549	-179,097	-35,393	143,704	-406.02%
Miscellaneous Sources	-10,524	-83,951	-68,654	-88,648	-88,648	-179,097	-36,388	143,704	-408.02%
438 - Rents	-143,253	321	38,000	0	0	0	0	0	0.00%
439 - Miscellaneous Services	0	0	0	5,918	5,918	11,837	0	-11,837	0.00%
Service Charges & Fees	-143,253	321	38,000	5,918	6,918	11,837	0	-11,837	0.00%
4871 - General Fund Discretionary	0	0	0	0	0	0	124,858	124,858	100.00%
General Fund	0	0	0	0	0	0	124,858	124,858	100.00%
Revenues	-210,897	-202,848	-134,738	-270,638	-270,638	-641,072	-180,636	380,637	-237.04%
6111 - Full-time	4,203,362	7,179,148	6,684,249	7,010,379	7,010,379	14,020,758	12,694,438	-1,326,320	-10.45%
6112 - Limited Term	0	0	0	0	0	0	254,956	254,956	100.00%
6113 - Part-time	45,045	35,132	70,506	66,296	66,296	132,593	41,892	-90,701	-216.51%
6114 - Casual	0	496	0	0	0	0	0	0	0.00%
612 - Overtime	639,207	621,673	389,845	704,025	704,025	1,408,050	1,193,995	-214,055	-17.93%
613 - Premium Pay	72,764	128,703	64,302	179,746	179,746	359,492	142,180	-217,312	-152.84%
614 - Benefits	1,038,660	1,719,606	1,803,610	2,222,098	2,222,098	4,444,196	3,779,324	-664,872	-17.59%
Personal Services	6,989,038	8,884,768	8,012,611	10,182,646	10,182,646	20,365,088	18,108,786	-2,256,304	-12.47%
621 - Professional Services	3,497	2,664	3,050	3,946	3,946	7,891	5,849	-2,042	-34.91%
622 - Utilities	636	0	0	133	133	266	0	-266	0.00%
624 - Repair & Maintenance Services	316	6,022	835	316	316	632	1,742	1,110	63.75%
629 - Miscellaneous Services	5,459	6,039	5,819	790,062	790,062	1,580,123	21,363	-1,558,760	-7,296.54%
631 - Office Supplies	6,467	6,503	3,875	3,511	3,511	7,022	8,486	1,464	17.26%
632 - Operating Supplies	26,072	29,144	34,204	30,446	30,446	60,893	79,745	18,852	23.64%

Note 1 - Projection = FY 2012 Actuals / No. of Accounting Periods completed * (12 - No. of Accounting Periods completed)
 Note 2 - Projected Year-End = FY 2012 Actuals + Projection
 Note 3 - Projected Year-End Balance = Current Budget - Projected Year-End
 Note 4 - Projected % Budget Remain = Projected Year-End Balance / Current Budget



Reporting

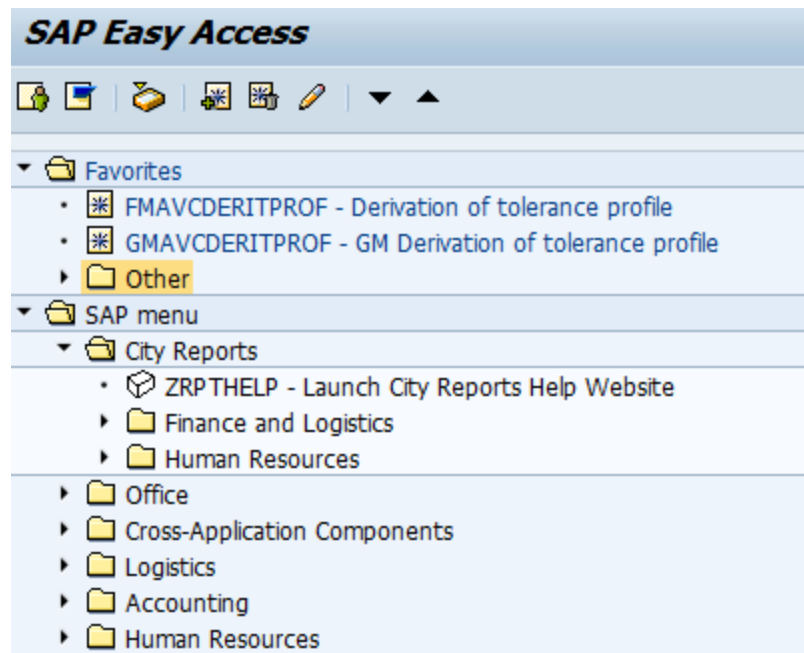


Report Tree



What is the Report Tree?

- **City Reports** is a new folder found on the **SAP Easy Access** menu
- Provides one location to access SAP information and reports
- No change in security – user access limited based on assigned roles





Evaluation of Reporting Needs



Report Tree Demo



How is the report tree structured?

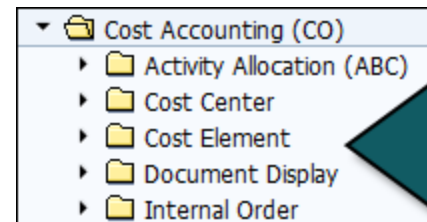
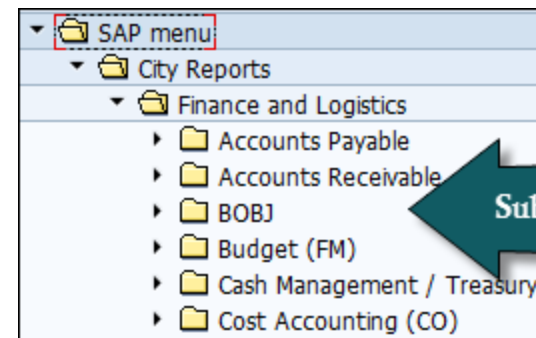
At the highest level, the report tree is organized by the different areas of SAP:

- **Finance and Logistics**
- **Human Resources**

Each area is made up of **subject area sub-folders** that further divide out the transactions by the type of information available.

- **Examples:** Accounts Payable, Accounts Receivable, Time Management, Personnel Administration

Most subject sub-folders have **detail sub-folders**. These folders organize the reports by type of information displayed.





Report Tree Resources & Availability

- New folder created on Training website (SAPRWD.city) that contains all resources available for reporting (includes work instructions, eLearnings and basic reporting how-tos)

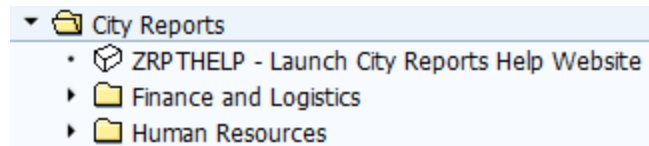
SAP City Reports

Contains all the documentation for SAP reports, including general how-tos and specific work instructions.

Areas

- ▶ [Finance and Logistics Reports](#)
- ▶ [General Reporting Help](#)
- ▶ [Human Resources Reports](#)

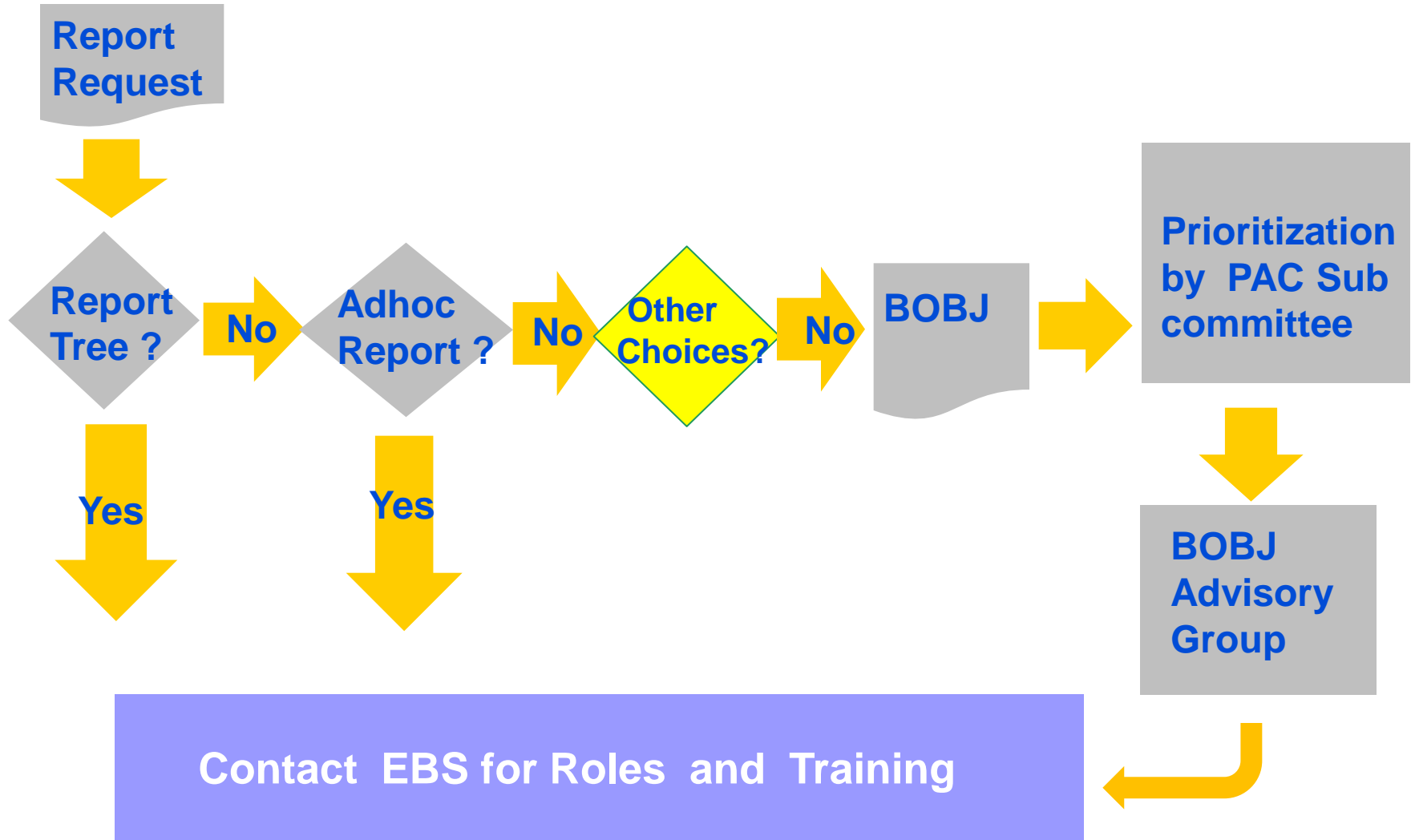
- Link to “SAP City Reports” website being added to Report Tree in SAP



- In Production and ready to use



Current Reports Roll Out Strategy





EBS Training Plan

Where are we?



Plan Components



- Training Needs Assessment
- LMS – SAP Learning Solution
- Delivery Methods
 - WebEx
 - Forums / Discussion Boards
- Position-Based Security
- Curriculum Development



Timeline for Implementation



SAP Training Plan Timeline January - December 2012

Timeline	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Delivery Methods: WebEx												
SAP Training Needs Assessment												
FILO Position Based Security												
LMS: SAP Learning Solution												
Curr Dev: Reporting												
Curr Dev: Intro to SAP												
Curr Dev: ESS/MSS												
Curr Dev: Procure to Pay												

Planning Phase

Implementation Phase



WebEx



Status: Complete

- Implementation

- Started using in January
- Part of pilot with business partner, BTS
- Conducting MSS Overview sessions

- Expansion

- Position Based Security training for change agents and OBPA's
- Recording sessions for future use



Training Needs Assessment



Status: Complete

- Survey sent to all SAP users in February
- Results sent to all SAP users in April
- Confirmed that Training Plan is on target to improve customer opinions of SAP and EBS
- Provides a baseline for future measurements
- Annual survey will be conducted each Jan/Feb for training completed in past 12 months



Position Based Security



Status: Implementation



- New processes have been defined
- Addresses concerns of role access
- Training required after role is given; will be provided more timely
- Results in higher efficiencies with LMS



LMS: Learning Solution



Status: Blueprinting



- Meeting with BHR to blueprint
- Goal is to cutover from Pathlore by Nov
- Strategic plan to make LMS available to all bureaus for training admin in 2013



CurDev: Reporting

Status: Design and Implementation

- To support the new Report Tree and general reporting needs throughout the City

Currently available:

- Redesigned SAPRWD.city folders
- User guide: basic how-tos

Coming soon:

- Descriptions for each report
- New work instructions / recordings
- Focused reporting sessions (via WebEx)



Questions?