Los Angeles County Office of Education
Business Enhancement System Transformation (BEST) Project

Core Advisory Team Meeting
Thursday, January 26, 2017 – Time: 1:00 PM – 2:30 PM
Location: EC-202

AGENDA

I. Welcome

II. BEST Project Update
   a. 2017: What to Expect
      i. CGI Contract Negotiations Paul
      ii. Implementation Waves Strategy Mary/Chip
      iii. Introduction to the BEST Workforce Transition Team Mary
      iv. Fit-Gap Sessions: What are They? Paul
   b. Data Analysis David/Sangeeta
   c. Planning for Performance Budgeting (CGI/PB) David

III. Questions & Answers

Next Meeting: Thursday, April 27, 2017 – 1:00PM – 2:30PM
Core Advisory
Team Meeting
JANUARY 26, 2017

DAVID CHIANG, ERP IMPLEMENTATION EXPERT – FINANCIALS
SANGEETA GUPTA, ERP IMPLEMENTATION EXPERT – HUMAN RESOURCES
PAUL LANDRY, BEST PROJECT DIRECTOR
MARY LANG, CHANGE MANAGEMENT OFFICER

Business Enhancement System Transformation
Agenda

I. Welcome

II. BEST Project Update:
   a. What to Expect in CY 2017:
      i. CGI Contract Negotiations
      ii. Implementation Waves Strategy
      iii. Introduction to BEST Workforce Transition Team
      iv. Fit-Gap Sessions: What are They?
      v. Data Analysis
      vi. Budget Development
BEST Project Update

Paul Landry, BEST Project Director
Current Major Activities

- Memorandum of Understanding (MOU) District Charges for New BEST System... 106 Signed for $41.6 Million
- HRS Data Analysis... Hess & Associates Assisting
- PeopleSoft Data Analysis
- Contract Negotiations with CGI... w/ External Counsel
Current Major Activities

- Staffing: BEST Team, Interns, and 3\textsuperscript{rd}-Party Consultants
- Request for Proposal (RFP) #1580 – Infrastructure / Hardware Services Implementer (HSI)
- Workforce Transition Team
- Implementation Waves Strategy
BEST Project: What to expect in 2017?

- Negotiate & Sign Contracts
- Wave Strategy Announced
- Change Assessment: Day in the Life
- Fit-Gap Analysis with Initial Configuration and Design
- Training Strategy & Planning
- Data Conversion Planning & Testing
- User Acceptance Testing
- End User Training
What “Going 1st” Looks Like: Example Budget
Technical Roadmap & Agency Implementation Waves Strategy

WAVE
A group of educational agencies that will implement the new BEST system at the same time.

Mary Lang, Change Management Officer
BEST Project Roadmap
As of October 24, 2016

Business Intelligence - BUD, FIN, & HCM

Wave 1 (8 ~ 11 Agencies)
- Post-Production Support (PPS)

Wave 2 (25 Agencies)
- Post-Production Support (PPS)

Wave 3 (40+ Agencies)
- Post-Production Support (PPS)

Wave 4 (40+ Agencies)
- PPS

Legend:
- System Go Live

BUD - Budget
- Budget Development
- Business Intelligence

FIN - Financials
- General Ledger
- Accounts Payable
- Purchasing
- Warehouse/Inventory
- Asset Management
- Construction in Progress (CIP)
- Billing & Accounts Receivable
- Business Intelligence

HCM - Human Capital Management
- Human Resources
- On/Off Boarding
- Position Control
- Payroll
- Time & Labor
- Leave Management
- Benefits
- Employee/Manager Self-Service
- Business Intelligence

1 Needs assessment to be determined
2 To be determined by modules
Implementation Roadmap – Functional Areas

**BUD – Budget**
- Budget Development
- Business Intelligence

**FIN – Financials**
- General Ledger
- Accounts Payable
- Purchasing
- Warehouse/Inventory
- Asset Management
- Construction in Progress (CIP)
- Billing & Accounts Receivable ¹
- Business Intelligence

**HCM – Human Capital Management**
- Human Resources
- On/Off Boarding
- Position Control
- Payroll
- Time & Labor
- Leave Management
- Benefits
- Employee/Manager Self-Service ²
- Business Intelligence

¹ Needs assessment to be determined
² To be determined by modules
Agency Implementation Wave Strategy Task Force

BEST Core Team

Technology Services
• Applications Development & Support (AD&S)
• Instructional Technology Outreach (ITO)

School Financial Services (SFS)
# The Folks That Made it Happen

## The Agency Implementation Wave Strategy Task Force

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>April Reynolds</td>
</tr>
<tr>
<td>2.</td>
<td>Ares Ayson</td>
</tr>
<tr>
<td>3.</td>
<td>Bertha Romero</td>
</tr>
<tr>
<td>4.</td>
<td>Carolina Rangel</td>
</tr>
<tr>
<td>5.</td>
<td>David Jan</td>
</tr>
<tr>
<td>6.</td>
<td>Frances Meraz</td>
</tr>
<tr>
<td>7.</td>
<td>Gemma Cofield</td>
</tr>
<tr>
<td>8.</td>
<td>Jenny Zermeno</td>
</tr>
<tr>
<td>9.</td>
<td>Joceee Panganiban</td>
</tr>
<tr>
<td>10.</td>
<td>Laura Gutierrez</td>
</tr>
<tr>
<td>11.</td>
<td>Michael Bullock</td>
</tr>
<tr>
<td>12.</td>
<td>Phillip Norris</td>
</tr>
<tr>
<td>13.</td>
<td>Philip Thi</td>
</tr>
<tr>
<td>14.</td>
<td>Prashanth Koppu</td>
</tr>
<tr>
<td>15.</td>
<td>Ray Chavez</td>
</tr>
<tr>
<td>16.</td>
<td>Sharon Harvey</td>
</tr>
<tr>
<td>17.</td>
<td>Terry Macalalad</td>
</tr>
<tr>
<td>18.</td>
<td>Will Santos</td>
</tr>
</tbody>
</table>
Wave Rhythm & Size

Each Wave: 1 Year of Preparation then 1 Year of Implementation(s)
Go-Live’s Occur @ 6-month Intervals During Implementation Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Wave 1 (8 ~ 11 Agencies)</th>
<th>Wave 2 (25 Agencies)</th>
<th>Wave 3 (40+ Agencies)</th>
<th>Wave 4 (40+ Agencies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: Budget, Financials, HCM.*
“Going 1st” is Most Different in These Three Areas

- Configuration
- Testing
- Training
Draft Implementation Waves by Geography

January – February Preliminary Wave 1 Candidate Meetings

- **Online Interactive Map** will be available once WAVE 1 has been confirmed with all involved agencies
- **We will send out a link** @ that time
- **Contains lots of useful information**
- **Connect and learn** with agencies in your Wave
Then What?

A Day in the Life.
Workforce Transition Team

**Purpose** ... to bring focus to the human side of the BEST transition and ensure appropriate **inclusion, transparency and advisory input** on significant **workforce transition efforts** related to the BEST Project.

Mary Lang, Change Management Officer
Some Examples of “Significant Workforce Transition Efforts”

1. **Designs** that will impact the future workforce .... Such as:
   - Job design; Team design; Space design

2. **Strategies** that will impact the future workforce .... Such as:
   - Culture; Collaborations; Project vs. Enterprise

3. **Learning** that will impact the future workforce .... Such as:
   - Training; Education; Teams; Collaboration; Change
A Few Recent Sample Topics

Space

Landry Task Force

Networks

Negotiations Underway

Culture

Research Complete
The Multiplier Effect ➔ Collaborate to Equip and Enable More Staff

Updated Organizational Change Curriculum
Co-developed & Delivered By BEST & EASE
Will BEST Usher in Some Similar Workforce Transition Issues @ Your District?
Fit-Gap Sessions: What are They?

Paul Landry, BEST Project Director
We will look at each requirement listed in Appendix A of RFP #1563-15/16.

Is each requirement in CGI Advantage baseline functionality?

“Yes” = FIT

“No” = GAP; then, what do we do?

Alternate Solution within CGI

OR

BPI^P

OR

Customization
HCM Data Analysis
Preliminary Pilot Agencies Data Analysis

Sangeeta Gupta, ERP Implementation Expert – Human Resources
## HCM Data Analysis Scope

<table>
<thead>
<tr>
<th>System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Database (EDB)</td>
</tr>
<tr>
<td>Payroll Data</td>
</tr>
<tr>
<td>Credentials Online System (COS)</td>
</tr>
<tr>
<td>Assignment Monitoring System (AMOS)</td>
</tr>
<tr>
<td>Garnishments</td>
</tr>
<tr>
<td>Position Control</td>
</tr>
<tr>
<td>Control Tables (CDB)</td>
</tr>
</tbody>
</table>
Resources and Tools Used

- Solicited and received approval from the pilot agencies to look at their PeopleSoft and HRS data
- Analyzed the HRS information, data and reports from various resources/tools for the 9/10 pilot agencies (Palisades Charter High School doesn’t use HRS)
  - HRS Manual
  - HRS System
  - Ran reports from PC LLL and PC Labor
Data Analysis Approach

- Develop Standard Scripts
- Data Extraction
- Complete District Profile Template

Data Analysis/Findings

Repeatable Model
### Macro View – District Record Counts

<table>
<thead>
<tr>
<th>Table Name</th>
<th>Column Name</th>
<th>Column Value</th>
<th>Record Count</th>
<th>Category</th>
<th>Table Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISEDBSEG20B</td>
<td>P20B_XSEG_JOB_DISTRICT</td>
<td>75713</td>
<td>306</td>
<td>Employee Setup</td>
<td>Additional Pay</td>
</tr>
<tr>
<td>ISEDBSEG20B</td>
<td>P20B_XSEG_JOB_DISTRICT</td>
<td>64451</td>
<td>2,034</td>
<td>Employee Setup</td>
<td>Additional Pay</td>
</tr>
<tr>
<td>ISEDBSEG51</td>
<td>P51_XSEG_PAY_DISTRICT</td>
<td>75713</td>
<td>65,203</td>
<td>Employee Setup</td>
<td>Current Balances</td>
</tr>
<tr>
<td>ISEDBSEG51</td>
<td>P51_XSEG_PAY_DISTRICT</td>
<td>64451</td>
<td>55,113</td>
<td>Employee Setup</td>
<td>Current Balances</td>
</tr>
<tr>
<td>ISEDBSEG53</td>
<td>P53_XSEG_PAY_DISTRICT</td>
<td>64451</td>
<td>10,892</td>
<td>Employee Setup</td>
<td>PERS Balances</td>
</tr>
<tr>
<td>ISEDBSEG53</td>
<td>P53_XSEG_PAY_DISTRICT</td>
<td>75713</td>
<td>13,744</td>
<td>Employee Setup</td>
<td>PERS Balances</td>
</tr>
<tr>
<td>ISEDBSEG55</td>
<td>P55_XSEG_PAY_DISTRICT</td>
<td>64451</td>
<td>112,548</td>
<td>Employee Setup</td>
<td>Dollar Balances</td>
</tr>
<tr>
<td>ISEDBSEG55</td>
<td>P55_XSEG_PAY_DISTRICT</td>
<td>75713</td>
<td>96,758</td>
<td>Employee Setup</td>
<td>Dollar Balances</td>
</tr>
<tr>
<td>ISEDBSEG59</td>
<td>P59_XSEG_PAY_DISTRICT</td>
<td>64451</td>
<td>1,253</td>
<td>Employee Setup</td>
<td>Vol. Deduction Balances</td>
</tr>
<tr>
<td>ISEDBSEG59</td>
<td>P59_XSEG_PAY_DISTRICT</td>
<td>75713</td>
<td>1,790</td>
<td>Employee Setup</td>
<td>Vol. Deduction Balances</td>
</tr>
<tr>
<td>ISEDBSEG60</td>
<td>P60_XSEG_PAY_DISTRICT</td>
<td>75713</td>
<td>83,826</td>
<td>Employee Setup</td>
<td>GTN Balances</td>
</tr>
<tr>
<td>ISEDBSEG60</td>
<td>P60_XSEG_PAY_DISTRICT</td>
<td>64451</td>
<td>107,849</td>
<td>Employee Setup</td>
<td>GTN Balances</td>
</tr>
<tr>
<td>ISEDBSEG66</td>
<td>P66_XSEG_PAY_DISTRICT</td>
<td>75713</td>
<td>76</td>
<td>Employee Setup</td>
<td>Garnishment Setup</td>
</tr>
<tr>
<td>ISEDBSEG66</td>
<td>P66_XSEG_PAY_DISTRICT</td>
<td>64451</td>
<td>70</td>
<td>Employee Setup</td>
<td>Garnishment Setup</td>
</tr>
<tr>
<td>ISEDBSEG68</td>
<td>P68_XSEG_PAY_DISTRICT</td>
<td>75713</td>
<td>20,741</td>
<td>Employee Setup</td>
<td>Seniority</td>
</tr>
<tr>
<td>ISEDBSEG68</td>
<td>P68_XSEG_PAY_DISTRICT</td>
<td>64451</td>
<td>16,323</td>
<td>Employee Setup</td>
<td>Seniority</td>
</tr>
<tr>
<td>ISEDBSEG70</td>
<td>P70_XSEG_JHE_DISTRICT</td>
<td>75713</td>
<td>326,901</td>
<td>Employee Setup</td>
<td>Job History</td>
</tr>
<tr>
<td>ISEDBSEG70</td>
<td>P70_XSEG_JHE_DISTRICT</td>
<td>64451</td>
<td>390,250</td>
<td>Employee Setup</td>
<td>Job History</td>
</tr>
<tr>
<td>ISEDBSEG74</td>
<td>P74_XSEG_PAY_DISTRICT</td>
<td>64451</td>
<td>825</td>
<td>Employee Setup</td>
<td>Union Dues</td>
</tr>
</tbody>
</table>
Micro View – Deeper Dive

Analysis of Key Data

- Employee Name
- Employee Address
- District Codes/Flex Fields
- Employee Earnings
- Gross to Net
- Employee Benefits and Dependents Enrollment
- Required Fields in HRS
Required Fields Analysis

- 74 total based on the HRS manual for each employee account
- On various screens in Employee Database (EDB) in HRS
- All validated either through a control table (e.g., Job Classification) or programming code (e.g., Name field - no special characters like apostrophe ‘, no space after the last name)
## Required Fields

<table>
<thead>
<tr>
<th>Field Name</th>
<th>Required</th>
<th>HRS Screen</th>
<th>Data Type</th>
<th>Field Length</th>
<th>Value(s)</th>
<th>Validation?</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSN / Eid</td>
<td>Y</td>
<td>FN 01/04: 003; 004; 005; 006; 007; 008; 009; 010; 012; 013; 014; 015; 016; 017; 018; 019; 020; 021; 022; 023; 030; 033; 034; 035; 038; 039; 057; 084; 085; 086; FN 07: 001; 002; 003; 004; 005; 006; 007; 008</td>
<td>CHAR</td>
<td>9</td>
<td>CC#######; ###-###-####</td>
<td>Y</td>
</tr>
<tr>
<td>NAME</td>
<td>Y</td>
<td>FN 01/04: 003; 004; 005; 006; 007; 008; 009; 010; 012; 013; 014; 015; 016; 017; 018; 019; 020; 021; 022; 023; 030; 033; 034; 035; 038; 039; 057; 084; 085; 086</td>
<td>CHAR</td>
<td>30</td>
<td>Last, First &amp; Middle</td>
<td>Y</td>
</tr>
<tr>
<td>EFFECT DATE</td>
<td>Y</td>
<td>003; 004; 005; 006</td>
<td>Date</td>
<td>8</td>
<td>MMDDCCYY</td>
<td>Y</td>
</tr>
<tr>
<td>ACTNS</td>
<td>Y</td>
<td>003; 004; 005; 006</td>
<td>Number</td>
<td>2</td>
<td>01: New employee; 02: Leave with pay; 03: Leave without pay; 04: Return from leave; 05: Termination; 06: Promotion; 07: Job reclassification; 08: Demotion; 09: Job assignment change; 10: Transfer; 11: Reemployment 12: Rehire; 13: Add assignment; 14</td>
<td>Y</td>
</tr>
<tr>
<td>PRIMARY JOB</td>
<td>Y</td>
<td>003 (Personnel Action Data Screen)</td>
<td>Number</td>
<td>1</td>
<td>1 - 9</td>
<td>Y</td>
</tr>
</tbody>
</table>
## District Profile Template

### AGENCY NAME

<table>
<thead>
<tr>
<th>NUMBER OF ACTIVE EMPLOYEES</th>
<th>PAYROLL SCHEDULES</th>
</tr>
</thead>
<tbody>
<tr>
<td>CLASSIFIED, CERTIFICATED, OTHERS</td>
<td>PAYROLL TRANSACTIONS BY SCHEDULE</td>
</tr>
<tr>
<td>FULL TIME vs. PART TIME</td>
<td>EXEMPT vs. NON-EXEMPT</td>
</tr>
<tr>
<td>NUMBER OF SYSTEM USERS IN HR</td>
<td>NUMBER OF SYSTEM USERS IN PAYROLL</td>
</tr>
</tbody>
</table>

Place holder for graphs

### DATA ANALYSIS

#### HR DATA

- PC LLI Audit Reports
- HRS Exception Reports
- Validate all required fields
- Validate employee pay location and job department
- Validate dependents enrollment
- Validate employee address especially city name since that's not long enough to hold certain city names.
- Validate employee name (especially names with single quote)
- Employee name should match with CalSTRS, CalPERS, and CTC
- Retirement plan membership date should match with CalSTRS, and CalPERS
- Flex Fields Usage
- Terminated employees with active deductions and direct deposit accounts

#### QUESTIONS FOR AGENCIES

- What are the processes in your team
- Have they set up workarounds to pay employees in certain scenario/s
- How are you paying employees differently than the other agencies
- When you first started in your area, were there any surprises that were different than the other agencies
- What other systems are they using for HR, Payroll, and Time & Labor
- Top 10 reasons/root causes for cash collections of wage overpayments over the past year
- What are the pain points that you are looking to alleviate with this project?
- What other issues have they encountered with HR and Payroll data
- Where do they maintain the supervisor/organ chart
- How did they complete their 1094 and 1095 reporting
- Where do they maintain dependents and other ACA related information
## District Profile Template

### PAYROLL DATA
- Non-Zero ESA Report (PPESADSP)
- Active employees not paid in X number of years/months
- Leave of absence employees being paid
- Terminated employees being paid
- Active jobs not paid in X number of years/months
- Validate duplicate direct deposit numbers
- Employee payments with no taxes deducted

### RECOMMENDATIONS
- What data are they maintaining in the flex fields
- Do they need the data maintained in flex fields to be converted
- Are they using position control
- What does position control mean to them
- How do they use the original hire date vs. the 1st work date

### OTHER DATA
- Position Control Discrepancy Report (POSR060)
- Credential Activity Report (AIMS030)
- Department Notification - Credential Expiration (PERS111)
Existing Audit Reports

PC LLL EDB Audit Reports
- Terminated Prime Jobs
- Blank Ethnicity
- Blank Home Phone #
- Missing Home Address
- Invalid Date of Birth
- Check Control Tables

HRS Exception Reports
- Edit Exception Report - 1
- Edit Exception Report - 2
- Employees with no job assignment
- Employees with no prime jobs
- Salary Exception Report

Position Control Discrepancy Report
- Compares PCDB data, EDB data, and CDB data.
  - Year-to-date pay, hours, or days is over 80% of position allocation
  - Incomplete or invalid labor distribution account
  - Inactive or deleted labor distribution account
Financial Data Analysis

PRELIMINARY PILOT DISTRICTS DATA ANALYSIS

David Chiang, ERP Implementation Expert – Financials
## General Ledger

- **Business Unit/SetID**
- **SACS Values**
  - Glendale USD
  - Downey USD
- **BAM Values**
- **Cerritos CC**

### Chartfields

<table>
<thead>
<tr>
<th>PS Chartfields</th>
<th>Business Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>BU</td>
</tr>
<tr>
<td>CCD</td>
<td>BU</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PS Chartfields</th>
<th>Account</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>Object</td>
</tr>
<tr>
<td>CCD</td>
<td>Object</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PS Chartfields</th>
<th>Fund Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>Fund/Sub-Fund</td>
</tr>
<tr>
<td>CCD</td>
<td>Fund/Sub-Fund</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PS Chartfields</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>Location</td>
</tr>
<tr>
<td>CCD</td>
<td>Activity</td>
</tr>
</tbody>
</table>

### Program Code

<table>
<thead>
<tr>
<th>PS Chartfields</th>
<th>Program Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>Goal</td>
</tr>
<tr>
<td>CCD</td>
<td>Categorical</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PS Chartfields</th>
<th>Class Field</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>Function</td>
</tr>
<tr>
<td>CCD</td>
<td>Location</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PS Chartfields</th>
<th>ProjectID/Grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>K-12</td>
<td>Resource/Project Yr</td>
</tr>
<tr>
<td>CCD</td>
<td>Resource/Project Yr (Not Use)</td>
</tr>
</tbody>
</table>

37
Budget Development

- Position Control
  - Setup in HRS
  - Use PC Budget
  - Use LLL
  - Use PC Labor/PSFS
  - Use offline Excel spreadsheet
Procurement & Accounts Payable

- Vendor Data
  - Vendor Types
  - Vendor Status
- Addresses
- Phone Numbers
Workflow Approval

- Levels of Approval
  - Online
  - Offline
Budget Development

David Chiang, ERP Implementation Expert – Financials
Budget Development – January 2018
Budget Development – January 2018

**Implement** CGI Performance Budgeting (CGI/PB) Module **BEFORE** both FIN and HRM ERP system implementations

**Extract** needed **data** from:
- PSFS 7.5
- HRS (with Position Control)
- External records (Offline Position Control in spreadsheet)

**Generate** Budget **DAT file for CDE** validation from:
- PSFS 7.5
  - **CGI Performance Budgeting (new)**

**Upload** final/approved **budget data** in PSFS 7.5
Performance Budgeting – January 2019

CGI/FIN
Financial Data

CGI/HRM
HR Data
(Position Control)

CGI/PB Module
(w/Workflow)

Approved
School
Budget

CDE DAT File

CGI/FIN

CDE DAT File
Performance Budgeting – January 2019

**Completed** CGI Performance Budgeting (CGI/PB) Implementation

**Integrate data from CGI FIN/HRM ERP systems into CGI/PB**

**Extract** needed **data** from:
- *HRS (with Position Control)*
- *External records (Offline Position Control in spreadsheet)*

**Generate** Budget **DAT file for CDE** validation from:
- *CGI Performance Budgeting (new)*
- *CGI Financial System*