BEST Project Mission Statement
By following our guiding principles, the BEST Project will procure, implement, and support an integrated, modern, intuitive financial and human capital management system, which increases operational efficiencies, and meets the needs of educational agencies served by LACOE.

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: Friday, April 28, 2017 (9:30 AM – 10:30AM) – EC-296
Community College Advisory Team
FEBRUARY 3, 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...111 Signed for $41.919 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 3rd-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

January, 2017 – January, 2018

Agency Organizational Change Team Development

- Fit-Gap Analysis: 2/17 - 4/17
- Data Clean-Up: 3/17 - 8/17
- Application Configuration: 4/17 - 6/17
- Data Conversion: 6/17 - 8/17
- Security Configuration: 4/17 - 8/17
- Workflow Configuration: 4/17 - 8/17
- User Acceptance Testing: 8/17 - 10/17
- End User Training: 10/17 - 12/17
- District Readiness Checklist: 2/17 - 12/17
CGI Contract Negotiations

Paul Landry, BEST Project Director
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
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
- 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
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

1. April Reynolds
2. Ares Ayson
3. Bertha Romero
4. Carolina Rangel
5. David Jan
6. Frances Meraz
7. Gemma Cofield
8. Jenny Zermeno
9. Jocee Panganiban
10. Laura Gutierrez
11. Michael Bullock
12. Phillip Norris
13. Philip Thi
14. Prashanth Koppu
15. Ray Chavez
16. Sharon Harvey
17. Terry Macalalad
18. Will Santos
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

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“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
Fit Gap Sessions

- 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

- Employee Database (EDB)
- Payroll Data
- Credentials Online System (COS)
- Assignment Monitoring System (AMOS)
- Garnishments
- Position Control
- Control Tables (CDB)
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

Repeatable Model

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

Data Analysis/Findings
Macro View – District Record Counts

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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

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<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>
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<td>Last, First &amp; Middle</td>
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<td>EFFECT DATE</td>
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<td>003; 004; 005; 006; 007; 008</td>
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<td>ACTNS</td>
<td>Y</td>
<td>003; 004; 005; 006; 007; 008</td>
<td>Number</td>
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<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>
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<td>PRIMARY JOB</td>
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<td>003 (Personnel Action Data Screen)</td>
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### District Profile Template

#### AGENCY NAME

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

#### DATA ANALYSIS

**HR DATA**
- PC LLL 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 CaISTSRS, CaIPERS, and CTC
- Retirement plan membership date should match with CaISTSRS, and CaIPERS
- 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/org chart
- How did they complete their 1094 and 1095 reporting
- Where do they maintain dependents and other ACA related information
### 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
- BAM Values
- Community Colleges
- SACS Values
- K-12 Districts
- Ending Balances
Budget Development

- Position Control
  - Setup in Homegrown HR System
  - Use Homegrown Budget System
  - Use Offline Excel Spreadsheets
Accounts Payable

- Vendor Data
  - Duplicate Vendors
  - Naming Conventions
    - Abbreviations in Address
  - Vendor Record Archive
  - Inactive Vendors
  - “Employee” Vendors
Billing and Accounts Receivable

- Customer Data
  - Types
  - Status
  - Addresses
  - Phone Numbers
  - Emails
- Customer Ending Balances
Fixed Assets

- Asset Data
  - Asset Class/Category
  - Depreciation Status
  - Asset Location
  - Physical Inventory Status
- Missing Assets
Budget Development

CGI PERFORMANCE BUDGETING

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 Data (CCFS-311) **Extract** from:
- PSFS 7.5
- **CGI Performance Budgeting (new)**

**Upload** final/approved **budget data** in PSFS 7.5
Performance Budgeting – January 2019
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 Data (CCFS-311) **Extract** from :
- CGI Performance Budgeting (new)
- CGI Financial System