Los Angeles County Office of Education
Business Enhancement System Transformation (BEST) Project
Community College Advisory Team (CCAT) Meeting
April 3, 2015 – 9:00 a.m. to 11:00 a.m.
9300 Imperial Highway, Downey, CA – Conference Room #107

AGENDA

INFORMATION

I. Welcome and Introductions

II. BEST Project - Level 2 Flowcharting Status

III. Requirements Writing Update
   ➢ Purchasing
   ➢ Accounts Payable
   ➢ General Ledger
   ➢ Budget Development
   ➢ Payroll
   ➢ Human Resources

IV. Informational Bulletin #4064 – Initial Requirements Regional Workshops

V. BEST Project Major Activities (March 2015 – August 2015), including Phase III

BREAK

VI. Strategy Vendor Update – Selection, Scope and Expectations

VII. BEST Project Change Management – Approach, Survey & Metrics

INPUT

VIII. CCAT Input – OCM Metrics

IX. Topics for Community College BEST Team Visits Mid-May – Mid-June 2015

X. Q & A

XI. Next Meeting – July 2015 – Date: TBD
# BEST Project

## Level 2 Flowcharting Progress

as of: 4/2/2015

<table>
<thead>
<tr>
<th>Financials</th>
<th>Payroll</th>
<th>Human Resources</th>
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</thead>
<tbody>
<tr>
<td>Purchasing</td>
<td>Accounts Payable</td>
<td>Budget Development</td>
</tr>
<tr>
<td>Alhambra USD</td>
<td>80%</td>
<td></td>
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<tr>
<td>Cerritos College</td>
<td>70%</td>
<td></td>
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<tr>
<td>Downey USD</td>
<td>60%</td>
<td></td>
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<tr>
<td>Glendale USD</td>
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<td></td>
</tr>
<tr>
<td>Hacienda-La Puente USD</td>
<td>80%</td>
<td></td>
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<tr>
<td>LACOE</td>
<td>90%</td>
<td></td>
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<tr>
<td>Lynwood USD</td>
<td></td>
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<tr>
<td>Palisades Charter HS</td>
<td></td>
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<tr>
<td>Redondo Beach USD</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Santa Monica Malibu USD</td>
<td>90%</td>
<td>90%</td>
</tr>
</tbody>
</table>

**LEGEND**

- Flowchart 100% Complete
- Flowchart In Progress
## BEST Project
### Level 2 Flowcharting Progress
as of: 4/2/2015

<table>
<thead>
<tr>
<th>LACOE - SFS 1st Floor</th>
<th>Retirement Reporting</th>
<th>Credentials</th>
<th>Payroll</th>
<th>HRS Operations</th>
<th>Legal Claims</th>
<th>HRS Employee Services (Payroll)</th>
<th>HRS Employee Services</th>
<th>HRS Systems Support</th>
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</thead>
<tbody>
<tr>
<td>Banking &amp; Payroll Taxes</td>
<td>Accounting &amp; Budget Support</td>
<td>Commercial Claims</td>
<td></td>
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</tr>
</tbody>
</table>

**Legend:**
- Flowchart 100% Complete
- Flowchart In Progress
BEST
PROJECT

BUSINESS
ENHANCEMENT —
SYSTEM
TRANSFORMATION
BEST Project
Requirements Writing Update

Presenters:
Paul Landry, Lisa-Ann Hinkson, David Chiang, and Daniel Banh

Update for Community College Advisory Team (CCAT) Meeting - April 3, 2015
Requirements Writing
“Mini-Teams” Metrics

- 61 Team Members have collaborated on >1,800 initial requirements to date
- 37 Requirement Writing Sessions...to date

INITIAL REQUIREMENTS
Requirements Gathering Methodology

- Mini-Teams meet for several hours a week to write requirements
- Review Level 2 (Business Process) flowcharts to identify requirements from Pilot Districts
- Review sample requirements from other county/city agencies for discussion topics
- Invite Pilot District representatives to attend our requirement writing sessions
Purchasing Requirements
Writing Update

Presenter: Lisa-Ann Hinkson

Update for Community College Advisory Team (CCAT) Meeting - April 3, 2015
Purchasing Requirement Topics

➤ General Purchasing system requirements
➤ Workflow approval configuration
➤ Vendor setup & maintenance
➤ Master Agreements / Item Catalogs (new)
➤ eProcurement (new)
Purchasing Requirement Topics (Continued)

- Purchase Requisition creation & management
- Bid / Quote solicitations and awards (new)
- Purchase Order creation & management
- Receiver creation & management
- Reports, inquiries, and queries
Purchasing Collaboration Opportunities

- Inventory
- Asset Management
- Accounts Payable
Accounts Payable Requirements
Writing Update

Presenter: Lisa-Ann Hinkson

Update for Community College Advisory Team (CCAT) Meeting - April 3, 2015
Accounts Payable Requirement
Topics

- Vendor and Vendor Self-Service
- Invoice / e-Invoice
- Payment Vouchers
- Credit Memos
- Automated Matching
- Credit Card (P-Card Processing)
- Disbursements (Warrants, EFTs)
Accounts Payable Requirement Topics (Continued)

- Disbursement Cancellations
- Warrant / RA Printing
- Check Reconciliation
- Year-End Receipt Accruals
- 1099 / 1042 Processing
- Federal and California External Reporting
- Workflow (all AP docs)
- Interfaces and Reports
Accounts Payable Collaboration Opportunities

- **Coordination with Payroll**
  - Remittance of garnished employee wages to Garnishor Entity
  - Reimbursement of Employee Travel/Mileage

- **Coordination with Procurement**
  - Vendor setup for 1099 / 1042 reportable vendors
  - Automated Matching
  - Retainage release on Vendor Contract Payments

- **Coordination with SFS-Banking Unit**
  - Warrant Reconciliation
  - Payroll Taxes Remittance
General Ledger Requirements
Writing Update

Presenter: David Chiang

Update for Community College Advisory Team (CCAT) Meeting - April 3, 2015
General Ledger Requirement
Topics

- Chart Of Accounts
  - Budget and Accounting Manual
- Journal Entries
- Reports / Output
- Workflow Approvals
- Dashboard
General ledger Collaboration Opportunities

➤ Payroll
  ▪ Recording of Payroll Liability in General Ledger through system integration
  ▪ Remitting Payroll Liabilities to Federal and State Agencies

➤ SFS Banking
  ▪ Remitting Payroll Liabilities to Federal and State Agencies
    ○ Through ERP Payroll System
    ○ Through ERP Accounts Payable
Budget Development Requirements
Writing Update

Presenter: David Chiang

Update for Community College Advisory Team (CCAT) Meeting - April 3, 2015
Budget Development Requirements Writing Update

- **PC Budget Demo session**
  - Initial Budget Development
  - On-going Budget Maintenance
- **Budget Development Requirement Writing Sessions** to be scheduled
Budget Development Collaboration Opportunities

 Payroll
  ▪ How to extract and import payroll related data
    ○ Object Code 1xxx to 3xxx (Salaries and Benefits)

 General Ledger
  ▪ How to extract and import expenditures related data
    ○ Object Codes 4xxx to 6xxx (Books and Supplies, Services and Other Operating Expenditures, and Capital Outlay)
Payroll and Time & labor Requirements Writing Update

Presenter: Daniel Banh

Update for Community College Advisory Team (CCAT) Meeting - April 3, 2015
Payroll Requirement Topics

- Legal Claims
- Third Party Payment for Garnishment payees
- ERP Concurrent Payroll Processing
- Earnings, Deductions, ER Liability & Non-Payroll Payment
- W4
- Payment methods
- Costing (GL Account)
- Transfer to GL
Payroll Requirement Topics (Continued)

- Check Writer
- NACHA (ACH)
- Balance Adjustment
- Quarter end and Fiscal Year End process
- Calendar year end process
- System configuration
- Standard Payroll Reporting
- Tax Withholding Rules.
Time & Labor Requirement Topics

- Online Timecards
- Approval workflow
- Timekeeper
- Time entry rules
- Integrations
  - Time & Labor, Payroll and PTO Plans
Human Resource Requirements
Writing Update

Presenter:  Paul Landry

Update for Community College Advisory Team (CCAT) Meeting - April 3, 2015
Human Resource Requirements Writing Update

- Captured over 250 Human Resource Requirements to date
- At the Initial Requirements Review and District Input Workshops, 13 Human Resource topics will be covered
Human Resource Requirement Topics

- Electronic Personnel Requisition (ePR)
- Employee & Manager Self-Service
- Employment Checklist
- Assignment Changes
- Personal Changes
- Attachments
- Termination Checklist
Human Resource Requirement Topics (Continued)

- Workflow Approvals/Notifications – Key Areas
- Reporting Regulatory
- Reporting – Non-Regulatory & Ad-Hoc
- Leave Management
- Recruitment
- On-boarding
Next Steps

- Review and Understand Current Customizations
- Regional Meetings with Districts to review Initial System Requirements in late April/May (Informational Bulletin #4064)
- Meeting with Community Colleges to discuss their specific requirements
March 18, 2015

TO:       Superintendents
          Business Administrators
          Human Resources Administrators
          Los Angeles County School Districts, Charter Schools, and Joint Powers
          Authorities

FROM:     Paul Landry
          Project Director, BEST Project
          Technology Services

SUBJECT:  Business Enhancement System Transformation (BEST) Project – Initial
          Requirements Review and District Input Workshops

As a follow-up to Informational Bulletin # 4049, the BEST Project is a multi-year initiative to
replace the PeopleSoft Financial System (PSFS) and legacy Human Resource System (HRS)
with an integrated Human Capital Management (HCM) and Financial System, often referred to
as an Enterprise Resource Planning (ERP) System.

The BEST Core Project Team has been working over the past year with 10 pilot agencies,
including seven unified school districts (i.e., Alhambra, Downey, Glendale, Hacienda La Puente,
Lynwood, Redondo Beach, and Santa Monica Malibu), Cerritos College, LACOE, and Palisades
Charta High School to streamline their business processes. Additionally, we have captured
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We are inviting K-12 school district fiscal and human resource personnel to register for regional workshops throughout Los Angeles County to review the initial requirements for the new ERP System and provide input/feedback to the BEST Core Project Team. Each three-day workshop will cover the same information. As such, attendees are asked to register for only one of the regional workshop locations. Sessions A and B will run concurrently each day. There is no charge to attend any of these workshops. The agenda for each workshop day is as follows:

8:00 a.m. – 8:45 a.m.  Sign-in and Continental Breakfast
8:45 a.m. – 9:15 a.m.  Welcome, Introductions, and Overview for the Day
9:15 a.m. – 10:30 a.m.  Review Initial Requirements and Solicit Feedback/Input
10:30 a.m. – 10:45 a.m. Break
10:45 a.m. – 12:00 p.m. Review Initial Requirements and Solicit Feedback/Input
12:00 p.m. – 1:30 p.m. Lunch and Debriefing
Please encourage your staff to register to attend one of the workshops by using the following links:

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Modules/Functional Requirements to Be Reviewed</th>
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</thead>
<tbody>
<tr>
<td>Monday, April 20, 2015</td>
<td>Kellogg Conference Center</td>
<td>➢ Session A: General Ledger &amp; Budget Development&lt;br&gt;➢ Session B: Inventory</td>
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<tr>
<td></td>
<td>Cal Poly Pomona Pomona, CA</td>
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<tr>
<td>Tuesday, April 21, 2015</td>
<td>Kellogg Conference Center</td>
<td>➢ Session A: Human Resources&lt;br&gt;➢ Session B: Purchasing</td>
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<td>Wednesday, April 22, 2015</td>
<td>Kellogg Conference Center</td>
<td>➢ Session A: Payroll&lt;br&gt;➢ Session B: Accounts Payable</td>
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<td>Tuesday, April 28, 2015</td>
<td>Saugus Union School District</td>
<td>➢ Session A: General Ledger &amp; Budget Development&lt;br&gt;➢ Session B: Inventory</td>
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<td>24930 Avenue Stanford Santa Clarita, CA 91355</td>
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<td>Wednesday, April 29, 2015</td>
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<td>24930 Avenue Stanford Santa Clarita, CA 91355</td>
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<tr>
<td>Thursday, April 30, 2015</td>
<td>Saugus Union School District</td>
<td>➢ Session A: Payroll&lt;br&gt;➢ Session B: Accounts Payable</td>
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<td>24930 Avenue Stanford Santa Clarita, CA 91355</td>
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<tr>
<td>Monday, May 4, 2015</td>
<td>Los Angeles County Office of Education – Education Center East 9525 Imperial Highway Downey, CA 90242</td>
<td>➢ Session A: General Ledger &amp; Budget Development&lt;br&gt;➢ Session B: Inventory</td>
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<tr>
<td>Tuesday, May 5, 2015</td>
<td>Los Angeles County Office of Education – Education Center East 9525 Imperial Highway Downey, CA 90242</td>
<td>➢ Session A: Human Resources&lt;br&gt;➢ Session B: Purchasing</td>
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<td>Wednesday, May 6, 2015</td>
<td>Los Angeles County Office of Education – Education Center East 9525 Imperial Highway Downey, CA 90242</td>
<td>➢ Session A: Payroll&lt;br&gt;➢ Session B: Accounts Payable</td>
</tr>
</tbody>
</table>
BEST Project Plan Major Milestones – Phases I, II, and III
As of April 2, 2015

PHASES I – II (Planning)

April - May 2015 Milestone: Initial Requirements Review with Districts

Level 1 Flowcharting
4/1/2014 - 8/29/2014

Level 2 Flowcharting
9/1/2014 - 3/31/2015

Level 3
4/1/2015 - 11/30/2015

Develop RFP, Score Proposals, Negotiate & Sign Contracts
12/1/2015 - 1/31/2017

PHASE III (Implementation)
Actual Dates TBD

2/1/2017
LACOE System Implementation Starts

Legend: ◆ - Project Plan Major Milestone  SV # - Strategy Vendor Deliverable #
“‘Peopleware’ is as important, if not more important than the hardware, software, and connecting infrastructures.”

-Strategy Vendor
Phases 1-11 (Planning) – Objectives – Navigational OCM Approach

PHASES I – II (Planning)

PHASE III (Implementation) Actual dates TBD

Phases III (Implementation) Work Stream Task—Based OCM Approach
OCM Approach Development Process

Includes:

Sessions | Staff:
2 | 15

6 Community Colleges
• Citrus
• Compton
• Long Beach
• Glendale
• Santa Monica
• El Camino

Plus+
Cerritos Pilot
Sessions | Staff:
27 | 31

We’re Listening

1 = data point
2 = take notice
3 = possible pattern
What We’re Hearing ➔ Guarded Optimism

• Good foundational engagement evident
• Most recognize and welcome the need for change

The Subtext:

• Agencies are skeptical (History)
• Some employees are fearful (Jobs)
• Uncertainty is present (Funding Model)
• Complex relationship issues
Organizational Change Management ("OCM") on The BEST Project

- **Focus**
- **Transparency**
- **Communication**

**Understand**

- **Inclusion**
- **Candor**
- **Relationships**

**Engage**

- **Rigor**
- **Readiness**

**Adopt**

- **Value**
- **Simplicity**

**Endorse**

4 Objectives & 10 Guiding Principles

"10:4" = We Hear You
Organizational Change Management ("OCM") on The BEST Project

Change Challenges: “The 4 C’s”

- Complexity (Systems, Processes, & Relationships)
- Constraints (Resources & Priorities)
- Culture (Embedded Practices & Patterns)
- Currency (Demonstrated Value: Used & Useful)
# The BEST Project: Phase 1 & 2

## OCM Approach

<table>
<thead>
<tr>
<th>Objective</th>
<th>Guiding Principles</th>
<th>Significant Challenge</th>
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</table>
| Understand | 1. Focus  
2. Transparency  
3. Communication | Complexity |
| Engage     | 4. Candor  
5. Inclusion  
6. Relationships | Constraints |
| Adopt      | 7. Rigor  
8. Readiness | Culture |
| Endorse    | 9. Value  
10. Simplicity | Currency |

**Navigation**
The Approach in Action
Ask The Right Question
Where Are We & What is Needed Next?

Objective
UNDERSTANDING

Guided Actions
1. Metrics
2. Website
3. Online Survey

Principles
FOCUS
TRANSPARENCY
COMMUNICATION

Challenge
COMPLEXITY
Metrics Activity: Measure What Matters
Help Us Shape the Conversation

Consider the Benefits of Process Improvement

Q: What would happen if we could improve the (payroll) process as you have described?

The Districts Have Told Us Things Such As:

• “I could save overtime costs from payroll.”
• “I could improve the work-life balance for our staff”
• “I could focus on reconciliations and position control if we had more time. 85% of our budget is salary and benefits, so Position Control is critical for us.”
• “I could respond to my Superintendent’s requests for more analysis and provide them with better data for their decisions”

Now We Want to Hear From The Colleges:

• Help shape the conversation about measuring what matters