



Date: February 12, 2020

From: Rick Roberts, Executive Director, Educational Technology Services,
Grossmont Union High School District

To: Terry Loftus, Assistant Superintendent & Chief Technology Officer,
San Diego County Office of Education

Subject: CAB Health Check Recommendations

Dear Terry,

The Customer Advisory Board (CAB) is comprised of members representing multiple functional disciplines from the various types and sizes of School Districts in San Diego County (Districts). The CAB is pleased to have facilitated the performance of a PeopleSoft Health Check by Ernst & Young (EY) and to provide this summary of CAB activity to-date and a recommended course of action for the coming two-three years.

In the past year the CAB exercised its role as a representative for Districts and accomplished the following:

- Reviewed Grouped Activity Projects (GAPs), prioritizing them based on impact and effort and provided SDCOE Enterprise Applications (EA) with a prioritized work list recognizing that priorities could change over time.
- CAB held Town Hall meetings throughout the County to promote awareness within the community and to gain further understanding of District issues and concerns.
- CAB members participated in discovery and evaluation sessions alongside EA staff members as updates were made to the PeopleSoft system.
- CAB prepared a PeopleSoft Health Check Request for Proposals (RFP), evaluated responses and recommended SDCOE proceed with EY.
 - EY met with Districts and collected substantial input directly from staff who use the system daily.
 - EY evaluated the PeopleSoft system for compliance with best practices, performance, feature implementation, training, support, and the ability to sustain the operational system on an on-going basis.
- CAB subsequently studied the Health Check in depth along with ongoing EA projects and previously evaluated GAPs.

The CAB commends SDCOE Integrated Technology Services (ITS) for undertaking a significant organizational change that put in place structures, functions, and processes that will collectively improve quality, service and value provided to districts. Operating within this new structure and adhering to the included practices, EA has been able to deliver the following projects:

- Fluid and User Interface Upgrade to PeopleSoft
- PeopleTools Technical Upgrade
- HR Business Intelligence Dashboard
- PO Form Enhancements

The CAB has taken into account a wide variety of factors that led to a set of six recommendations. These factors include:

- The findings from the EY Health Check
- Changes made within the ITS organization
- CAB prioritization of GAPs
- The understanding that PeopleSoft is not a one-size-fits-all implementation
- Districts are not required to use the exact same solution
- The system must accommodate the wide range of District sizes and funding capacities
- PeopleSoft is the framework on which HCM, Finance, and Budget solutions for Districts are connected or built upon

Thus, the CAB recommends that ITS EA proceed as follows for the next two to three years:

Recommendation #1: Complete the already in-progress CAB-approved activities.

- GAP 17 Payroll Encumbrances Short Term
- GAP 43F Data for Districts
- GAP 26F Budget Creation
- GAP 14 Payroll Processing
- GAP 21F Time and Labor

Recommendation #2: Invest in keeping the PeopleSoft environment current through maintenance and support.

- Make the necessary investment, which is substantial in time, effort, and cost, to ensure that the PeopleSoft environment is operational and current.
- Perform technical updates as required to the application and infrastructure.
- Dedicate the necessary personnel to maintain and support the PeopleSoft environment performing operational maintenance as required.
- Perform system updates to comply with regulatory requirements.
- Provide assistance to Districts as they develop and implement business process changes that facilitate more effective and efficient use of PeopleSoft.

Recommendation #3: Focus first on ensuring that people are in the system properly.

- Make the necessary improvements to PeopleSoft so that staff can be entered into the system using PeopleSoft native functionality in a manner that follows best practices, see EY recommendations.
- Provide a standard inbound interface to PeopleSoft that aligns directly with information input using PeopleSoft native functionality.

Recommendation #4: Actively promote the use by Districts of underutilized features through CAB participation and use of existing support material.

- Employee Self-Service (ESS) Personal Information
- ESS Absence Requests & Approvals
- ESS Benefits View Only
- CBO Dashboard
- HR Administrator Dashboard
- Excel-to-CIs to load data
- Rapid Time Excel-to-CI
- Absence Balance Adjustment CI
- Mass Salary Schedule Updates
- Req > PO > Voucher Procure-to-Pay Process
- COBRA Initial Letters

Recommendation #5: Districts and CAB/SDCOE actively review and improve their business processes and make the necessary changes to maximize the value of PeopleSoft to their organization.

Recommendation #6: Revisit this workplan every six months that includes GAPs, the EY Health Check, and regulatory changes.

It is the opinion of the CAB that the recommendations contained herein are reasonable, realistic, and provide a solid roadmap for ITS EA for the next two to three years and that the new ITS operating model with its controls and processes will facilitate the necessary structure support, and training for successful delivery of these recommendations.

Sincerely,

Rick Roberts
Executive Director, Educational Technology Services, GUHSD
PeopleSoft Customer Advisory Board President

cc: Dr. Paul Gothold, San Diego County Superintendent of Schools
Beckie Benson, Executive Director of Enterprise Applications, San Diego County Office of Education
David Feliciano, Superintendent, La Mesa-Spring Valley School District
David Miyashiro, Superintendent, Cajon Valley Union School District

Attachment (1): PeopleSoft Customer Advisory Board Recommendations

URL: <https://www.sdcoe.net/ITS/ebs/CAB>

PeopleSoft Customer Advisory Board (CAB) Recommendations

1

Complete the already in-progress CAB-approved activities.

2

Invest in keeping the PeopleSoft environment current through maintenance and support.

3

Focus first on ensuring that people are in the system properly.

4

Actively promote the use by Districts of underutilized features through CAB participation and use of existing support material.

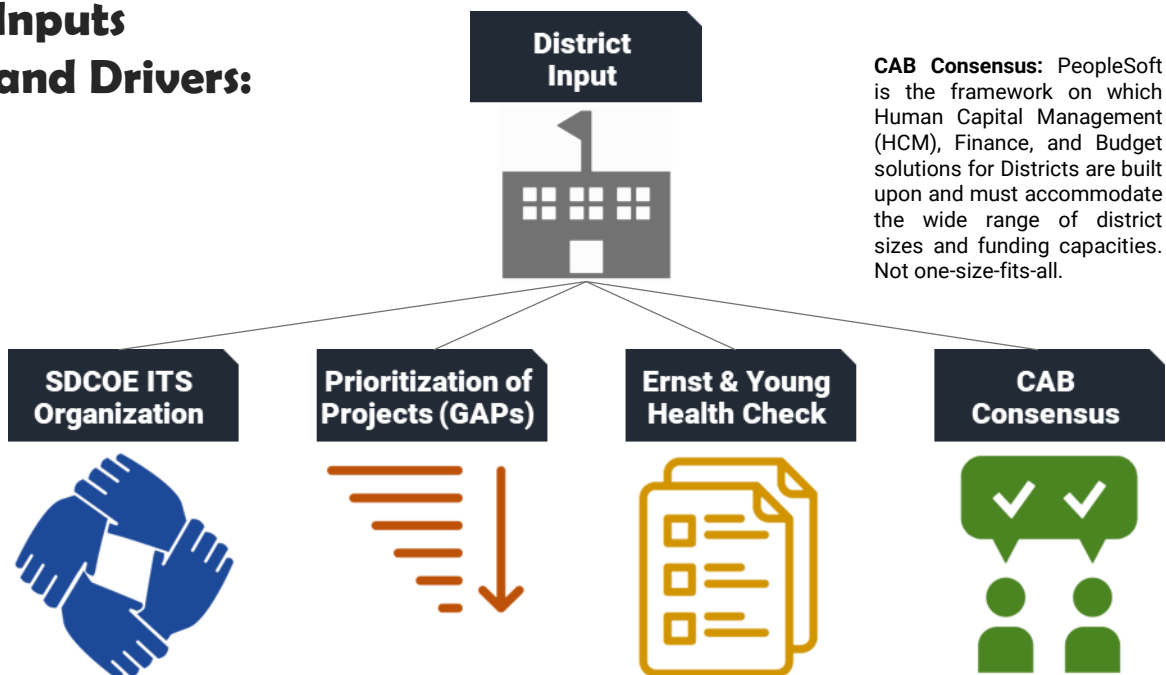
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Districts and CAB/SDCOE actively review and improve their business processes and make the necessary changes to maximize the value of PeopleSoft to their organization.

6

Revisit this workplan every six months, including review of GAPs, the EY Health Check, and regulatory changes.

Inputs and Drivers:



San Diego County Office of Education

PeopleSoft Implementation Health Check
Road Map
Final
10/11/2019



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Introduction

Document Purpose

This document represents the final work product of the San Diego County Office of Education (SDCOE) PeopleSoft Health Check and Roadmap assessment. This document's primary purpose is to provide a road map that the Customer Advisory Board (CAB) and SDCOE can utilize for improving the effectiveness of the PeopleSoft HCM and Finance environments. The document will also provide a finalized version of the gaps provided in deliverable 2.

Document Audience

This document is primarily targeted at the CAB as well as executives in the HR and Finance functions at the SDCOE and Districts.

Vision

At the completion of the roadmap the SDCOE will be operating a PeopleSoft HCM and Financials system that meets the HR and Finance needs of all school districts served within San Diego County, primarily supported and operated by county personnel.

Executive Summary

The San Diego County Office of Education (SDCOE) partnered with Ernst and Young, LLP (EY) to conduct a current state assessment of the SDCOE PeopleSoft HCM and Financials environments. The review included functionality and configuration to provide a road map forward with recommendations for moving SDCOE to more efficient and to leading practice processes. The road map and the recommendations provided are foundational for supporting the accurate collection, storage, and reporting of information within SDCOE and throughout all Districts.

The approach of this assessment was to participate, contribute, and collaborate with the SDCOE and school districts of San Diego County in identifying existing gaps between the HCM and Financials current state, business requirements of districts, and leading practice in a fully integrated ERP system. The activities that the EY Team coordinated with the SDCOE organizations were:

- Workshops with SDCOE Finance and HCM process groups
- Interviews with SDCOE personnel whom support the existing PeopleSoft ERP system
- Interviews with San Diego County School District personnel
- Conduct online surveys of large groups of users in the HCM and FSCM systems
- Review support tickets and current projects at the SDCOE
- Document current state and present to the CAB
- Document draft gap findings
- Meet with SDCOE IT staff and management individually and in groups
- Produce a "Road Map" of initiatives to detail recommended SDCOE future activities that will mitigate issues found during the assessment

In running the assessment, it was found that majority of the functionality gaps in the systems reported by users and comparing to leading practices are addressable with delivered functionality or with small amounts of custom bolt-ons or new reporting capabilities. The largest exception to this statement being the need for a more robust "substitute system" as part of HCM.

Recommendations for HCM and FSCM are separated into two sections:

- Short term projects which can be executed quickly with minimal external staffing
- Major projects that require a substantial amount of resource hours and may require external expertise

The supporting infrastructure both organizationally and technology is in need of some enhancements to improve the user experience and satisfaction. The most important improvements being in system performance, poor performance is a universal complaint across all user groups and support personnel interviewed. Additionally, reporting and access to data should be expanded on. Finally, there is a need for a greater integration with up-stream systems to help districts reduce dual entry has been found.

The staffing at the SDCOE was re-organized to better support the environments and this should be a great help to ownership of tickets and the completion of projects. However, a few gaps with technical capabilities as well as change management and project management were found to still exist. Recommendations around setting up the Project Management Office, release manage governance, change management functionality, and training are provided in this road map. Outside of the roadmap scope is the support operations that SDCOE staff are responsible for, these include application, tax, and server patches as well as handling training and support. Because of these operational requirements it should be noted that the staff of the SDCOE will not exclusively work on projects in this roadmap.

Overall the PeopleSoft systems should be able to provide a robust back office solution for the school districts of San Diego County. By executing the projects laid out, the environments have the capability to become more useful with each coming year and help the county recognize a return on investment for its investment in PeopleSoft.

Road Map

Description

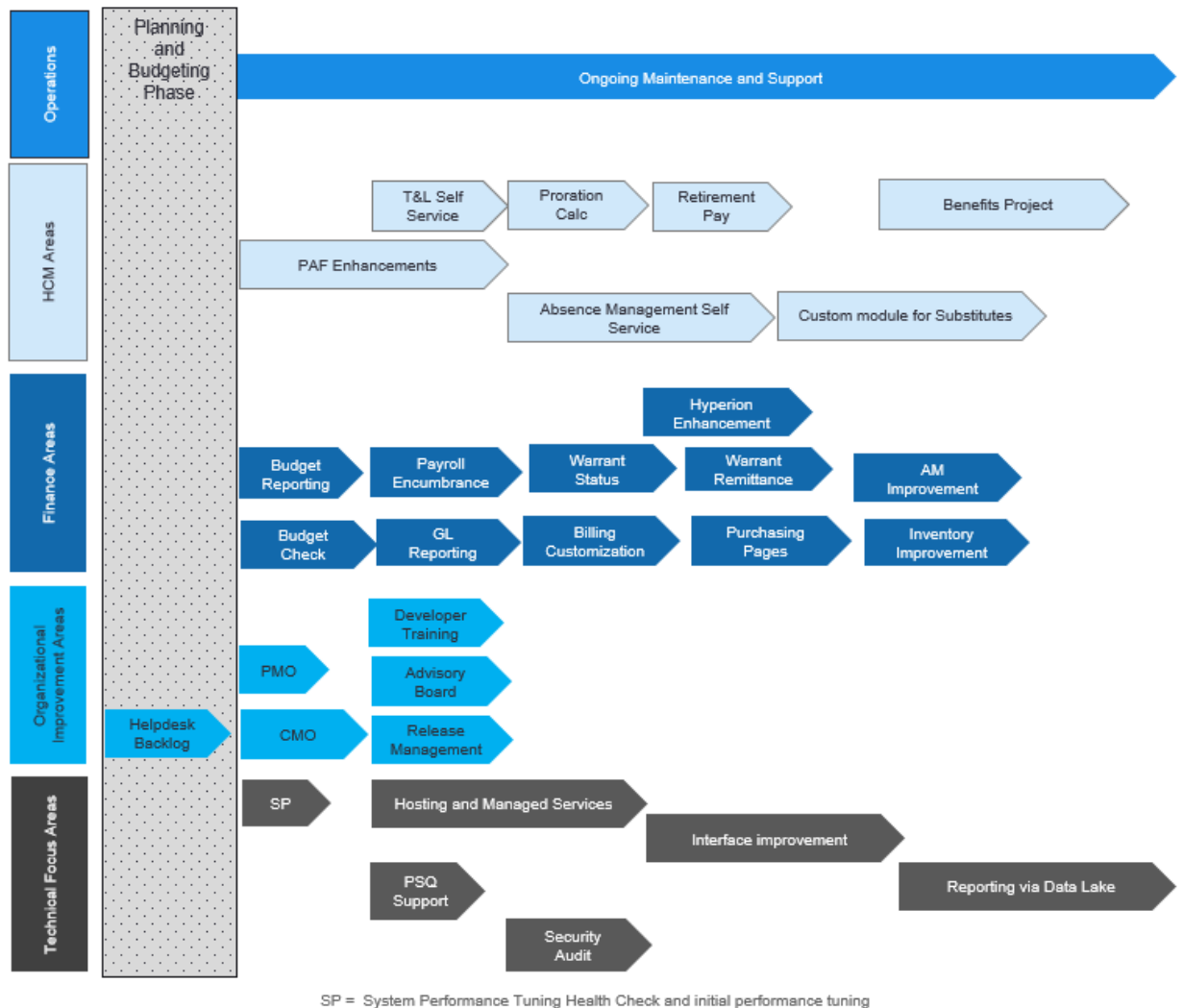
This Road Map highlights the key areas that the SDCOE should concentrate on to bring the current PeopleSoft HCM and Financials environments deployed by the SDCOE to serve the school districts of San Diego County. This section highlights the projects and programs that will address the issues at a strategic level to deal with leading practices as well as address gaps and needs identified during interviews, survey's, workshops, and analysis of the environment.

The document will not provide the specific detailed system fix for every issue, many of the issues identified show a need for a major project to properly re-align business process and technology with requirements which will require substantial business analysis to accomplish the tasks at hand. Additionally, the projects within this roadmap do not address when districts will make use of specific modules. The school districts within San Diego county are only required by the State of California to utilize the counties payroll solution, no central body(SDCOE or CAB) that was met with is empowered to determine any other modules that a district must utilize. Therefore, the projects in this roadmap will follow the assumption in timing that there will be no change in number of districts utilizing a specific module at the time of the projects run. It is assumed that if the project is successful the SDCOE and CAB will be able to convince additional districts to start using the module and the SDCOE general operations outside of the scope of this roadmap (which is focused on improving the ERP and HCM environment) will work with the districts to onboard.

The timeline and team size are based on a sizing based on the information gathered during this short assessment. The project durations are based on industry norms for projects of this nature. Code was not analyzed as part of this project, if significant customizations need to be touched timelines can change. Additionally further requirements gathered while initiating any project will further change the timeline and staffing requirements.

Suggested Progression

Before any projects begin there is a planning phase for the CAB and SDCOE to review roadmap, adjust time frames for priorities as set by the CAB, and to allow for budgeting and procurement of services from outside vendors.



Road Map Notes

- Items are broken up by 5 swim lanes
 - **HCM Areas** – Are project that should take longer than 90 days and primarily deal with projects for what is handled in the PeopleSoft HCM application. These projects will likely require the help of outside system implementors to provide application and business process expertise as well as additional short-term labor that will not be required once the project is complete and moved into run and support operations.

- **Finance Areas** – Are projects that should take longer than 90 days and primarily deal with projects that are handled by the PeopleSoft FSCM or Hyperion applications. These projects will likely require the help of outside system implementors to provide application and business process expertise as well as additional short-term labor that will not be required once the project is complete and moved into run and support operations.
- **Organizational Improvement Areas** – Are projects that are meant to improve the capabilities of the SDCOE in the ongoing implementation and support. In general, these will require outside advisors to assist with setting up the foundation for ongoing project and ERP operations.
- **Technical Focus Areas** – These are areas aimed at fixing or enabling additional technical areas in the environments that will make the environment more efficient for the school district users. Some projects could be undertaken with little outside support while others will require outside advisors to assist.
- **Operations** – This area includes the general operations of the SDCOE such as PeopleSoft Update Manager Patching, PeopleTools patches, ongoing training and outreach, and help desk ticket resolution. Additionally this include the short-term projects that can be accomplished quickly, generally with only internal staff and the currently contracted staff augmentation developers. A constant stream of working on these projects and deploying the wins will help with the user perception of the environments and the SDCOE’s capability to run and support the HCM and FSCM systems.
- **Operations Impact on Roadmap** – Support and typical ongoing operations are outside of the scope of this roadmap. However, it should be noted that the SDCOE staff is tasked with the ongoing patching of the environments, including PeopleSoft applications (PUM Updates) and PeopleTools as well as supporting users via help desk tickets and training. The resources in the SDCOE organization are not able to only work on projects, because of this additional project resources will need to be sourced from outside to accomplish this roadmap.
- **Core Support Projects** – The Project Management and Change Management capability expansion will greatly assist the other projects in being successful, therefore it is recommended these projects are given the highest priority. Additionally, the performance of the system effects all users and projects, therefore this project should also should not be deferred.
- **Planning and Budgeting** – A planning and budgeting phase should be undertaken at the beginning to determine which project will be run internally and which will be rely more heavily on outside consultants. Additionally, the CAB may wish to adjust the ordering and priority of some functional projects. Budgets will need to be approved and RFPs will need to be written. The project to clear the backlog of support tickets does not need to wait on planning and budgeting and should be started immediately.
- **Project Placement in Progression** – This should be evaluated by the CAB and re-prioritized as seen fit during the planning phase. The projects listed in core support projects bullet point above are more likely to make the other projects successful and should stay early. Leveling was used to not overload the SDCOE with too many projects in any one domain at the same time. Priorities and timing were used to place the projects in the order seen above.

Major Projects

This roadmap has identified numerous major projects, which are can primarily can be executed independently though should be managed by the SDCOE PMO as a single program. If a project could relate to another it will be referenced in the project description.

Categorization

The major projects contained in this roadmap are broken up in 3 major categories and 2 sub-categories

- **Functional Road Map Items** – These are the projects that deal with specific business domain area issues. The effects of these projects directly impact user’s business process and use of the environment. The results will be immediately visible to users of the specific modules touched by the project when it is implemented.
 - HCM Recommendations – Projects that are for functions primarily contained in the PeopleSoft Human Capital Management Application
 - Financials Recommendations – Projects that are for functions primarily contained in the PeopleSoft Financials and Supply Chain Management Application as well as Hyperion.
- **Organizational Road Map Items** – These deal with the organization at the SDCOE supporting the systems for the county.
- **Technical Road Map Items** – These deal with the technical support infrastructure that is utilized by the SDCOE to run the HCM and FSCM environments.

Elements of Success Major Projects

To be successful all major projects must be centrally run by the SDCOE but involve 5 important elements that are present in all projects but vary in importance depending on what is being implemented.



Description

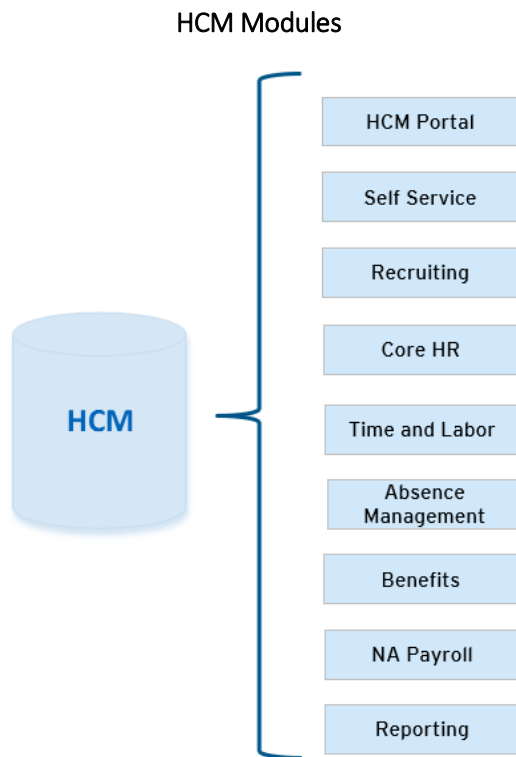
- **Project Management** – This is the planning and execution of a project. Project management is used to keep a project running on time and to identify, mitigate, and remove risks, issues, and roadblocks.
- **Organizational Change Management** – Is the process of communicating and managing the projects goals and outcomes with all project team members, stakeholders, sponsors, and end-users. This includes but is not limited to training material and delivery, stakeholder management, and removing resistance to change.
- **Technical Expertise** – This is staffing a project with a team that has the business process and PeopleSoft technical knowledge to accomplish the objectives of the project.
- **School District Involvement** – School district leadership and end user’s involvement integral to the success of the PeopleSoft HCM and FSCM systems. School districts must provide detailed requirements and work with the SDCOE and its consultants to properly document requirements and validate the design. Districts leadership communication to its staff is also important to the change management effort. Finally, before any major user facing project goes live, users must perform robust acceptance testing.
- **Transition to Support** – The final step of a successful project is moving it from the project team to the ongoing support organization. The steps involved should be planned well before go-live and support personal must be full informed of all changes before project go-live.

Functional Road Map Projects

Functional Road Map Projects are projects that will address gaps in functionality found throughout the assessment. These items differ from short term projects in that they require more than 90 days and more resources to deploy. These items may require substantial requirements gathering, design, configuration, and development work to be completed. These will typically require project management and change management support to effectively be deployed.

HCM Recommendations

These are projects primarily related to the HR function, payroll being part of the PeopleSoft HCM application is included in this section, even though in some organization payroll is part of the finance organization.



Process	Recommendation
Personnel Details	<i>Personal Action Forms (PAFs) - Implement Smart HR Templates, PeopleSoft Forms and Approval builder to replace ineffective customization with delivered configured components</i>
Self Service	<i>Implement self-service Components for Time and Labor information</i>
	<i>Implement self-service Components for Absence Management</i>

Process	Recommendation
Benefits	<i>Pay rate needed for retirement Calculation</i>
	<i>Benefits Project (Implement eBenefits, Build Integrations from Third Party Administrators and Benefit providers, Configure Voluntary Benefits as Benefit deductions)</i>
Payroll	<i>Automated Proration calculation for Certificated Employees</i>
Absence Management	<i>Custom Bolt-on module for Substitutes</i>

Description: PeopleSoft Smart HR templates are a simplified and streamlined approach to completing various transaction processes, such as hiring, updating a person's personal or job data, or managing a person's profile data. Leave of Absence, Pay Rate Change, Separation, Transfer/Reassignment PAF's can be replaced with Smart HR Templates. This is a configuration and not customized development compared to PAF's. SmartHR is part of the HCM license that SDCOE currently possess, it does not require additional purchases.

The Forms and Approval Builder enables to design online forms, specify the approval process they require, and deploy them to users. Use this feature to convert manual procedures to paperless processes that include workflow-based approvals and an audit trail for tracking progress.

This will require gathering the requirements, mapping those to PeopleSoft delivered functionality and configuring the system to meet the business needs

- Enables employees to view information about reported and scheduled time for a month at a time.
- Mass Time for employees
 - Enables employees to report time in several ways. They can report time according to their schedule for a specified date or date range. They can also specify a lump sum amount to be distributed according to their schedule, or specify multiple time transactions to be applied to each day in the time period
- Overtime Requests
 - Enables employees to view recent overtime requests or submit a new overtime request.
- Exceptions
 - Enables employees to display exceptions associated with reported time.
- Payable Time Summary
 - Enables employees to view payable time that the system calculated from a schedule or reported time.

Training Content Developer	FT	2	2 Months
Change Management Lead	FT	1	Entire Project

Description: PeopleSoft eBenefits reduces costs by automating many of the administrative tasks related to benefits and payroll administration and decreases the need to create and maintain customized carrier interfaces and integrations.

- Provide employees with online access to all their benefits programs.
- Enable employees to communicate their benefit choices online, including elections, validations, confirmation statements, and other related content.
- Ensure rules-based elections and changes.
- Provide access to complete benefits information and transactions from a single page and with a single sign on.
- Enable users to view benefits information on summary-level pages and then navigate to more detailed information by clicking the appropriate plan links.

Alternatively, SDCOE can look at the option of moving all the Benefit related activities out of PeopleSoft and use the core modules of HR and Base Benefits. There are many third-party Benefit administrators like Hewitt, ADP, Blue cross blue shield etc. who provide Benefits administration solution that can help balance the costs and complexities of benefits administration.

Voluntary Benefits - Currently, this is being converted for one of the districts. Voluntary/Supplemental Benefits such as Life insurance, disability etc. paid by employer need to be re-configured as Benefit Deductions. This will eliminate the manual process of calculating cost of Voluntary Benefits outside the system.

It should be noted that the support team at the SDCOE would be incapable of implementing this on their own and to accomplish such a project will require the assistance of a qualified system integrator that typically roles out these types of projects in 1 year or less. Because of the differences in open enrollment dates throughout the county some districts will likely go live at different points in the year and possibly after the system integrator has left with the configuration completed in a pre-production environment for the SDCOE staff to migrate at the appropriate time. The change management aspect of this project will be too complicated for SDCOE capabilities and will require outside system integrator to take on the role.

providing an automated custom calculation process to prorate the salary. There are two main considerations for this:

1. Certificated employees who are hired or terminated later in the month should be receiving the prorated salary per the education code mandate. In this scenario, custom process should apply the custom proration calculation.
2. New hires that begin work on the first day of the work calendar year (for example Aug 15th) should receive a full month's salary. PeopleSoft calculates a prorated amount for the partial month and users manually adjust to pay correct amount. In this scenario, proration should not be applied.

This automated process should be run after the Pay sheet is created and before running the Calc process. This requires good amount of time from district users and payroll team during the testing to ensure custom proration calculation process works properly.

- View substitutes and their real-time availability
- Book substitutes
- Post jobs to preferred sub or entire pool
- Automatically send out a job alert via text and email to substitutes
- Once a sub accepts, the teacher and administrators get an email confirmation

Frontline (Formerly AESOP), Power schools, Substitute online etc. are some of the vendors offering this solution.

The above features (and any additional requirements gathered during discovery phase with districts) can be replicated in PeopleSoft with a custom bolt-on module. This would require analyzing and gathering the requirements from all the districts and collecting business rules associated with the requirements, standardizing the process, and building the solution using PeopleSoft.

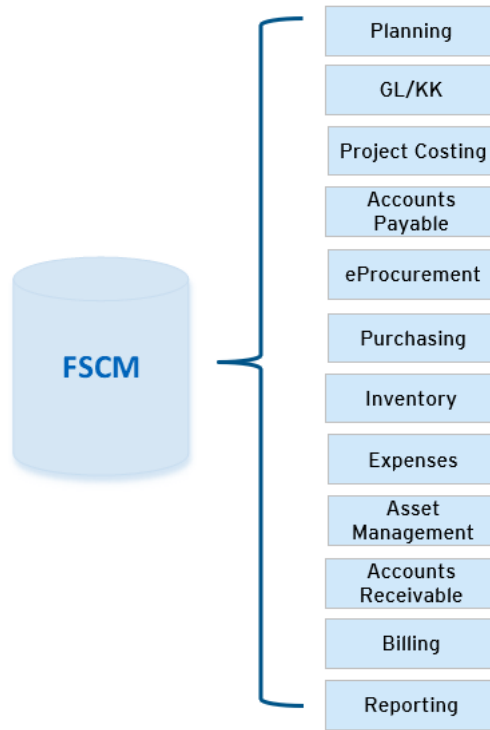
By developing a custom bolt-on solution with in Peoplesoft eliminates the need for Third party systems, building any required integrations and keeps PeopleSoft as the System of Record for all the Substitute Teacher data.

The SDCOE support staff believe this project to be required to implement ESS for T&L and Absence management. The projects could be combined but some efficiencies will be gained by implementing ESS more quickly rather than allowing the environments to continue with unneeded inefficiencies decided by the central organization rather than the individual districts being able to decide the usage of ESS themselves. Just like in the short-term projects turning on features more quickly will help with user perception. Also, in general running projects that deliver the minimal viable product will be more successful then undertaking large projects.

Financials Recommendations

Projects contained within this section have to do with the financial function of districts, primarily involving the PeopleSoft Financials application or Hyperion HFM application.

Finance Modules



The following table provides a summary overview of the Financials recommendations. Following that summary is each recommendation in detail. Within each detailed recommendation are the associated pain points being addressed, an estimate of time to resolution, the priority of the resolution, the issue's relationship to any open SDCOE GAP projects, and the group(s) within the organization that would best address the issue.

Process	Recommendation
Budgeting/Planning	<i>Hyperion Budgeting Enhancement Project</i>
	<i>PeopleSoft Budget to Actual Reporting</i>
	<i>PeopleSoft Budget Check Process</i>
Accounting	<i>Payroll Encumbrance Process Improvement Project</i>
	<i>GL Reporting Enhancements</i>
Inventory	<i>Inventory Enhancement Project</i>
Purchasing	<i>Purchasing Pages Enhancement</i>

Process	Recommendation
Payables	<i>Warrant Payment Status</i>
	<i>Warrant Remittance Advice Information</i>
Asset Management	<i>Asset Management Improvement Project</i>
Billing / AR	<i>Roll Back Billing Customization</i>

Hyperion Lead	FT	1	Entire Project
Hyperion Analyst	FT	1	Entire Project
Hyperion Tech Lead	FT	1	Entire Project
PeopleSoft Developer	FT	1	6 Months
PeopleSoft Finance Analyst	PT	1	3 Months
PeopleSoft HCM Analyst	PT	1	Entire Project
Training Content Developer	FT	1	2 Months
Change Management Lead	PT	1	Entire Project
Trainer	FT	1	1 Month

Description: A project should be undertaken to improve the functionality of the existing Hyperion Budgeting system. These functionality improvements to the current system would address the issues listed above. For the long-term distant future, SDCOE should consider evaluating other budget preparation systems that might be a better solution for public education; however, in the short-term, the following configuration changes to Hyperion would allow for more streamlined processing in entering and tracking position information, operating budget requests, and future multi-year projections.

- Business rules can be written to define tax and benefit codes and applied to positions based on identification of position type, benefits options, and taxing authorities
- Presenting the CF strings in a logical order can be accomplished with dimension configuration changes and smart list views
- Either numbering conventions can be modified to sync, or cross reference fields be created if the two systems were integrated
- Actual totals that budgets are compared to can and should be updated periodically to provide users with the up-to-date data that affects the upcoming budget cycle requests without the need to pull data from the PeopleSoft ledgers
- Enhanced reporting functionality would eliminate the extensive manual data manipulation that currently occurs; A reporting tool should be used to pull the appropriate data from the multiple tables and display it in a readily usable format

PeopleSoft Budget Check Process

Effort: 6 Months – 8 Months

Why: The budget check process, across multiple transactional screens, is a process that causes the PeopleSoft system to perform poorly and holds up all other pending transactions that users have planned, reducing end-user productivity and transactional throughput.

Issues:

- Transactions that require budget checking often freezes a work session and the system is unresponsive for 10 or more minutes
- Slow system performance when performing a budget check on a requisition, moving a requisition to a PO, and cancelling/closing a PO
- Processing the budget check step for a journal entry can take up to 10 minutes to complete; users must wait for the process to complete before proceeding with work
- Pages time out when trying to drill down to budget details

Benefit to Districts: Make user more efficient by not waiting on the system. Users will be less frustrated with the system if budget check performance issues are correct, it has been a constant source of frustration for hundreds of users throughout the district, so addressing will make them feel they are being heard.

Classification Tags: **Fix:** Y **Implement:** N **Reconfigure:** N

Current SDCOE: GAP #24 / Items #1524, 1528
GAP Project: GAP #25 / Item #1607

Who: SDCOE

District Involvement: District users will need to perform user acceptance testing. District leadership is needed for successful rollout.

Priority: High

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft GL/KK Lead	FT	1	Entire Project
PeopleSoft Developer	FT	1	Entire Project
DBA	PT	1	3 Months
Change Management Lead	PT	1	Entire Project

Description: The ‘PeopleSoft Budget Check Process’ is more of a GL Financial effort, but it is most often causing system issues when the budget check process runs. An in-depth analysis and re-configuration are required for CF structure, CF trees, Combination Editing, and the background app engine processing for budget check. Table and index structure

should be reviewed and optimized as well. The issue is not confined to one area of the data; multiple issues exist across the GL/KK setup.

An effort to improve Budget Check Performance for certain budget check operations was undertaken by the SDCOE and Cherry Road while this assessment was going on, however the results as to if performance was significantly improved is not yet known.

Payroll Encumbrance Process Improvement Project

Effort: 6 Months – 8 Months

Why: The current process for payroll encumbrance requires extensive manual data reconciliation and end-users must spend an extensive amount of time tracking down the reasons behind the discrepancies that they find.

Issues:

- There is often a gap between the amount of the initial payroll distribution that impacts budget encumbrance and the final amount that impacts actuals
- The payroll distribution process often posts transactions to one or more CFs that do not exist, or to invalid CF combinations, resulting in the transaction posting to a suspense account; District staff must conduct research to determine the reason for the errors that hit the suspense account and make correcting journal entries
- The suspense account issue is compounded when the corrected CF strings are not updated in the HCM system, so the error occurs repeatedly
- During the payroll distribution process, the HR staff (Retirement, Payroll, etc.) are often required to adjust payroll associated costs, but the details of the adjustments/charges are not provided to District staff

Benefit to Districts: Greater efficiency for users because they will spend less time working on payroll encumbrance issues.

Classification Tags: Fix: Y Implement: N Reconfigure: Y

Current SDCOE GAP Project: GAP #18

Who: SDCOE collaborating with Districts

District Involvement: Districts will need to be heavily involved in the requirements phase as well as validating the design. District users will need to perform user acceptance testing. District leadership is needed for successful rollout.

Priority: High

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft HCM Lead	FT	1	Entire Project
PeopleSoft Finance Lead	FT	1	Entire Project
PeopleSoft Payroll Analyst	FT	1	Entire Project
PeopleSoft Developer	FT	1	4 Months
Tester	FT	2	2 Months
Change Management Lead	PT	1	Entire Project

Description: There are process and data disconnects between HCM and Financials. An integration must be developed that will provide data from HCM to FSCM. Any portion of the data sharing and updating process that cannot be automated with an integration (from FSCM to HCM) must be accomplished with process change. The process for information sharing must be redesigned and governed to ensure that accurate and timely information reaches Districts through either automated notifications or reporting, eliminating the extensive manual process of finding errors and discrepancies.

Asset Management Improvement Project

Effort: 9 Months – 12 Months

Why: In the current implementation, end- users report that Asset Management isn’t fully meeting needs. There is a need to address multiple issues which would be best handled by single project that deals with the issues.

- Issues:
- Users need additional training or documentation on how to search assets with the delivered pages
 - Users report the process of moving assets from AP is complicated and slow
 - There is insufficient reporting available for AM
 - Partial receipt of assets blocks receipt of remaining items
 - Converted data still has issues

Benefit to Districts: Resolve AM issues and make module effective for use for districts by utilizing the full functionality provided.

Classification Tags: Fix: Y Implement: N Reconfigure: Y

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

District Involvement: Districts will need to be heavily involved in the requirements phase as well as validating the design. District users will need to perform user acceptance testing. District leadership is needed for successful rollout.

Priority: High

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft AM Lead	FT	1	Entire Project
PeopleSoft AM Analyst	FT	2	Entire Project
PeopleSoft Developer	FT	2	6 Months
Tester	FT	2	3 Months
Training Content Developer	FT	1	2 Months
Trainer	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: A project should be undertaken to clean-up the Asset Management module and functionality. It should be a holistic approach that deals with people, process, technology, and data issues as a single project. Additional reporting and queries

should be developed to help users review asset information. The process to move AP purchases to assets needs to be analyzed further and streamlined. The partial receipt of assets usage in the system needs to be reviewed and modernized. There are issues with the asset data that was converted for districts. The current inventory of assets and the related attributes should be re-analyzed and corrected by a joint effort between the SDCOE and districts. Finally, robust documentation updates should be used to educate users on both the existing processes and those that have changed as part of this project.

GL Reporting Enhancements

Effort: 6 Months – 8 Months

Why: Insufficient reporting is available to GL end-users. To effectively analyze data and produce financial statements, users must conduct extensive offline manual processes. Users rely on Query Manager to extract data, download that data to Excel, then manipulate and format it extensively to obtain an understandable report.

Benefit to Districts: Better reporting will enable districts to perform additional analysis as well be more efficient in their reporting. If nVision is properly rolled out district users will be able to self-serve instead of relying on the SDCOE to provide the information.

Classification Tags: **Fix:** N **Implement:** Y **Reconfigure:** N

Current SDCOE GAP Project: GAP #24

Who: SDCOE collaborating with Districts

District Involvement: Districts will need to be heavily involved in the requirements phase as well as validating the design. District users will need to perform user acceptance testing. District leadership is needed for successful rollout. Districts users will need to be trained, and likely utilize a train the trainer model.

Priority: Medium

Project Team Roles:

Role	FT/PT	Number	Duration
Project Manager	PT	1	Entire Project
PeopleSoft GL/nVision Lead	FT	1	Entire Project
PeopleSoft nVision analyst	FT	1	Entire Project
Tester	FT	1	3 Months
Training Content Developer	FT	1	2 Months
Trainer	FT	1	2 Months
Change Management Lead	PT	1	Entire Project

Description: Multiple reporting tools should be used to pull the appropriate data from the multiple tables and display it in a usable format. nVision, a PeopleSoft proprietary tool that is used extensively for financial reporting, should be the tool implemented for the Financials staff to produce financial statements. SDCOE should send District Financial leads to formal training to truly understand the tool's functionality, conduct internal train-the-trainer sessions, and provide end-users with user guides for continued support.

Inventory Enhancement Project

Effort: 6 Months – 8 Months

Why: There are numerous issues with the inventory module that are preventing the districts that utilize it from gaining full efficiencies. The GAP appendix of this document lists the identified issues, which largely revolve around technology, though there are some process and data issues as well.

Benefit to Districts: Resolve inventory issues as laid out in GAPS so that inventory is more effective.

Classification Tags: **Fix:** Y **Implement:** N **Reconfigure:** N

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

District Involvement: Districts will need to be heavily involved in the requirements phase as well as validating the design. District users will need to perform user acceptance testing. District leadership is needed for successful rollout.

Priority: Medium

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Inventory Lead	FT	1	Entire Project
PeopleSoft Inventory Analyst	FT	1	Entire Project
PeopleSoft Developer	FT	2	4 Months
Tester	FT	1	2 Months
Training Content Developer	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: The SDCOE should undertake a project to resolve the gaps identified via the use of configuration, development, and process changes where appropriate. Grouping these up in a single project will provide synergies as the Inventory issues can be handled with a single change management effort rather than having the associated start-up cost of attempting to manage each issue individually.

will be simpler in the future as well vendor support will be more robust for non-customized objects should issues arise.

An alternative option is to further the customization so not creating a receivable is determined by configuration that will allow only districts who do not want a receivable created from invoicing to be configured. This will require substantial analysis, development, and testing work to complete. Because this deviates from leading O2C practices it is not recommended as the primary solution to this issue.

This project is only to fix the issues created by customizing billing from operating outside of standard processing. It is not believed that all districts will start using as part of this project, as mentioned earlier in this document, projects in this roadmap do not include timing for rolling districts on and off of modules. The onboarding of districts to specific modules is outside of the scope of this roadmap as it is operational in nature.

Description: The SDCOE should undertake a project to resolve the issues identified by modifying configuration and processes where appropriate. Grouping these up in a single project with provide synergies as the Purchasing issues can be handled with a single change management effort rather than having the associated start-up cost of attempting to manage each issue individually.

Warrant Payment Status

Effort: 6 Months – 8 Months

Why: Users cannot search in PeopleSoft and find out the status of a warrant/check that has been issued. After a warrant is issued, the external Treasury group manages all warrant clearing and bank statement balancing; the final warrant status is not sent back to SDCOE and aligned with warrants. District users need to get status from County Treasury reporting.

Benefit to Districts: Single source of truth for payment information. Less time reconciling/analyzing information between SDCOE PeopleSoft instance and country treasurer reporting.

Classification Tags: **Fix:** N **Implement:** Y **Reconfigure:** N

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

District Involvement: District users will need to perform user acceptance testing. District leadership is needed for successful rollout.

Priority: Low

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft P2P Lead	FT	1	Entire Project
PeopleSoft Developer	FT	2	Entire Project
Tester	FT	2	2 Months
Training Content Developer	PT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: Leading practice is to record the warrant number, payment date, and cleared date of payments. District end-users would prefer to be able to view the payment status from within the PeopleSoft Voucher pages rather than having to reconcile PeopleSoft with reports from the Country Treasury. Interfacing from the Country Treasury to the SDCOE PeopleSoft instance should be developed to allow this information to be reported in PeopleSoft.

Organizational Road Map Items

Items within this section are related to the organizational structure and governance that supports PeopleSoft users, projects, and initiatives. These projects are generally not included in quick wins in that these are not immediately noticeable by the end user as they will make the initiatives undertaken by the SDCOE more effective, but the overall execution of these projects is not apparent to the end users.

Process	Recommendation
Project Management	<i>Implement a PMO that manages the project portfolio planning and operations</i>
Change Management	<i>Develop Change Management Capabilities to Execute Communications and Engagement Strategy</i>
	<i>Implement Release Management process</i>
	<i>Form a User Advisory Board</i>
Ticketing	<i>Help Desk Ticket Backlog Rationalization and Re-Assignment</i>
Staff Development	<i>Training for Developers</i>
	<i>Development Staffing Level</i>

Project Management Office - PMO

Implement a PMO that manages the project portfolio planning and operations

Effort: 3 Months – 6 Months

Why: Currently the SDCOE is forming a project management office but it is not fully staffed, and external advice will help with developing a governance and program/project management structure that matches leading practices. Standing up an effective PMO in a public-sector organization is very difficult for organizations that have little inhouse existing experience, but outside firms with specialty project management practices have performed this often and can provide leading practices and work products that will allow the PMO to function effectively quickly.

One observation is that there are 19 high effort low value projects in the current portfolio of projects and given the amount of work in front of the SDCOE. This indicates that either low value projects are being added to the project portfolio or the assessment of impact and effort is not accurate. In either event these projects and the process of determining projects to add to the portfolio needs more updating.



Benefit to Districts: Effective project management at the SDCOE will lead to more successful projects in terms of meeting objectives and completing on time.

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE

District Involvement: None

Priority: High

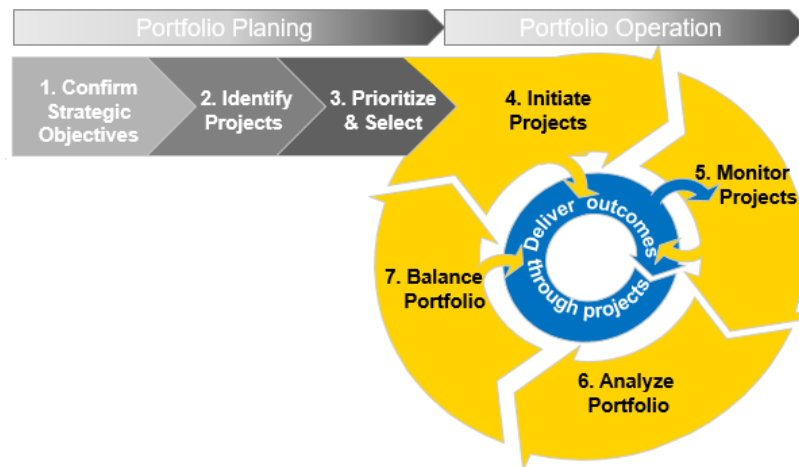
Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
PMO Lead	FT	1	Entire Project
PMO Analyst	FT	1	Entire Project
SDCOE PMs to setup the PMO	FT	3+	Entire Project

Description: It is recommended that a project be undertaken to improve the way projects are identified, prioritized, and executed to ensure consistent delivery quality and adequate resources are completing the test in the correct amount of time. The portfolio of projects should align with the business strategy of the districts that utilize the HCM and Financials systems.

Project management as part of SDCOE strategy deployment

Effect management of projects requires process to deal with both planning the portfolio of projects as well as how the projects will operate. A portfolio planning and operation process such as the illustrative example below is a leading practice for portfolio and project management.



1. **Confirm Strategic Objectives** - What does the SDCOE need the portfolio to deliver?
2. **Identify Projects** - What are the potential projects that could deliver the strategic objects?
3. **Prioritize and Select** - Which projects are the ones the SDCOE should choose to invest in?
4. **Initiate Projects** – Do we still want to do this project now that we have more detailed information?
5. **Monitor Projects** – Are each of the projects performing within tolerances for costs, benefits, risk, etc.?
6. **Analyze Portfolio** – How is the Portfolio performing overall in terms of cost, benefit, schedule, risks, etc.?
7. **Balance Portfolio** – Do we still have the optimal balance of projects in the Portfolio

Change Management

Develop Change Management Capabilities to Execute Communications and Engagement Strategy

Effort: 6 Months - 12 Months

Why: Our experience has shown us that beyond the technology, a successful system implementation and organizational transformation ultimately relies on people and process. A prepared and aligned user-base and organization can make the difference in the successful implementation of the PeopleSoft systems across districts and SDCOE processes. The best-designed solution will not be used to its full potential or most efficient manner if end users are not properly prepared.

Benefit to Districts: One of the main reasons why the prior implementation efforts for PeopleSoft did not meet all objectives is because all users and stakeholders were not adequately engaged. The change management function was never staffed in the initial implementation and only partially exists in the current support organization. Once change management is setup and executing as part of project implementations and ongoing operations district users and stakeholders will be more engaged and informed on the FSCM and HCM functions

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE

District Involvement: Minimal in setup of CM governance and standards at the SDCOE.

Priority: High

Project Team Roles:

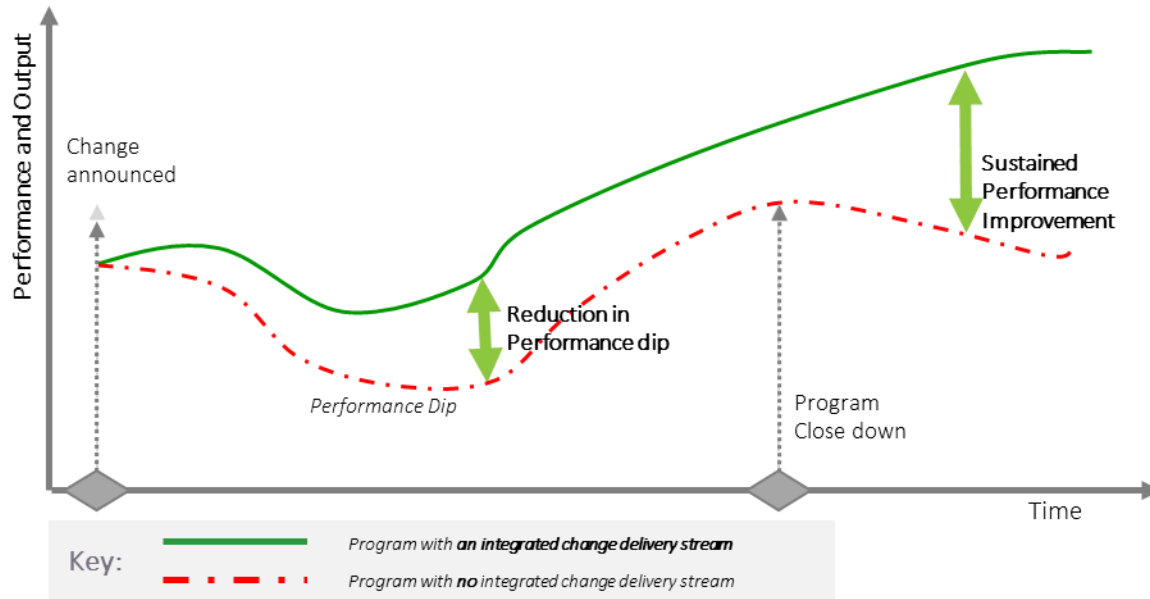
<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Change Management Lead	FT	1	Entire Project
Change Management Communications Lead	FT	1	Entire Project
Change Management Training Lead	FT	1	Entire Project
Change Management Analyst	FT	1	Entire Project
SDCOE Change Management Staff	FT	4	Entire Project

Description: It is recommended that Organization Change Management be specialization need added as role to resources within the SDCOE organization to improve the way projects are identified, prioritized, and executed to ensure consistent delivery quality and adequate resources are completing the test in the correct amount of time.

Change Management Approach

An effective change delivery approach focuses as much effort on sustaining the change as it does on implementing it. Large complex technology projects often have a cost of 2-3 times their original budget – primarily due to unanticipated complexities, and the resistance to the change.

Where an effective change management program was in place, 88% of those projects met or exceeded expectations, compared to 17% of projects that did not.



In the above Graph, green curve indicates:

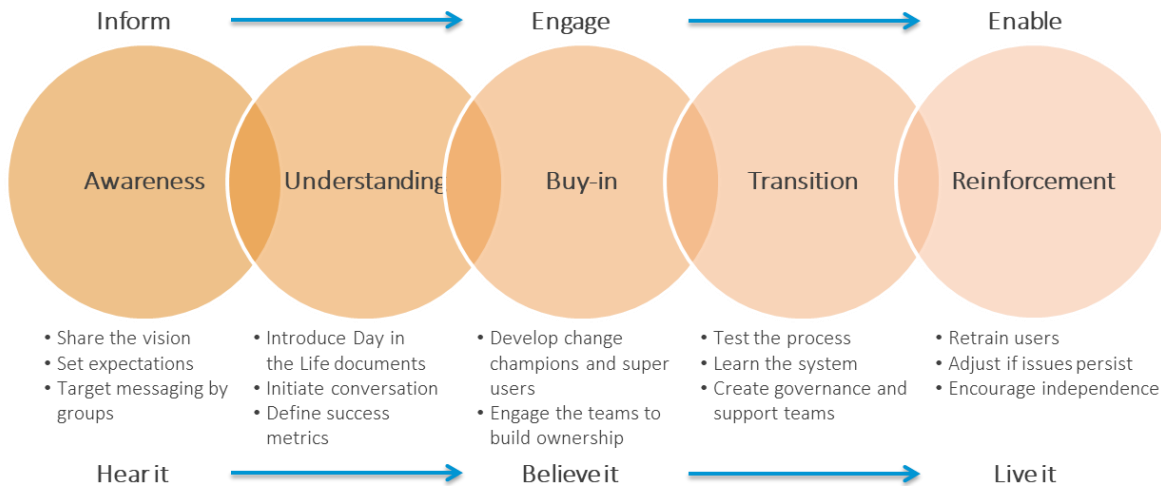
- Productivity and Quality
- Customer Satisfaction
- Speed of Adoption
- Smooth Transition
- Visible Engagement

Red curve indicates:

- Unwanted Attrition
- Absenteeism
- Legal Costs
- Increased Grievances
- Lower Transfer of Knowledge
- Transition Delays

Change Management Process

The commitment curve is used to track progress of stakeholders and serves as a stage gate for realizing when the objective of communications can shift to the next phase.



As part of the roadmap, suggested below is the 6-step process that needs to be followed when the change management function within the SDCOE is fully realized:

1. **Role Impact Assessment** – As part of rolling out new functionality the impact on roles needs to be analyzed, for example utilizing all the time entry self-service features will impact time entry clerks.
 - Complete Change Impact Assessment
 - Identify and validate detailed role impacts
 - Develop targeted change management plan in accordance with change impact
2. **Stakeholder Management** – San Diego has a wide range of stakeholder due to each district being a separate and distinct legal entity. The change management function will need to identify each stakeholder at every district and make sure they are properly engaged and informed.
 - Identify stakeholders at role-level
 - Map stakeholders
 - Analyze/ develop action plan
 - Engage and monitor
3. **Change Communications** – All projects and initiatives require strong communications in order to keep all stakeholders and sponsors at the districts involved and informed
 - Elaborate and tailor messages from role impacts
 - Develop communications plan
 - Execute and measure effectiveness
4. **Training** – Training is an ongoing need in San Diego as improvements are rolled out and users change roles and positions.
 - Conduct training needs assessment
 - Design training curriculum and approach
 - Develop training
 - Deploy training
 - Evaluate, sustain and support

5. **Workforce Transition** – This area for San Diego will be more limited in the scope of these projects as the system was already implemented and now the projects are primarily geared towards improving the applications rather than redesigning.
 - Develop workforce transition plan
 - Execute workforce transition plan
 - Monitor workforces transition progress
6. **Post Go Live Adoption** – When a project transitions to production, adoption and support planning is critical to the success for SDCOE.
 - Create post implementation support plan
 - Monitor adoption and transition
 - Complete knowledge transfer

It is recommended that the SDCOE follows the above approach and identify supporting leadership from the districts and ensure alignment across all levels of leadership. This will be accomplished through interactive workshops, one-on-one coaching and updates, identify and engage with key business and technology sponsors and stakeholders from districts who will be involved in all of the functional projects, identify change agents from SDCOE and districts (E.g.: Governance committee and innovation champions), have procedures in place and well documented and integrate OCM with project management in standard workplans.

- Cutover Readiness
- Support Readiness

It is recommended that SDCOE implement the release Management process and Review with CAB members before the release schedule is finalized, distribute Release schedule and communicate to key stakeholders and Publish the calendar.

Form a User Advisory Board

Effort: 6 Months – 8 Months

Why: Currently the CAB is responsible for prioritizing and determining what project should go forward. The primary input they receive comes from 3 areas; the SDCOE support staff, users at their districts, and 4 user groups. However, this causes gaps where districts are under-represented if they do not have a CAB representative, even if the CAB makes every effort to include feedback from all districts it is strained by 2nd hand opinion on the matter. Additionally, the CAB is primarily made up have higher level management who do interact with the system but would not be described as power users who deal with the day-to-day issues the same way as lower level members in the school district organization.

Benefit to Districts: District voices are under-represented because the CAB only represents a limited number of districts and SDCOE have complimentary but different perspective than actual end users. By providing more voice to the users and from different districts the prioritization of issues and understanding of the impact will be enhanced.

Classification Tags: **Fix:** N **Implement:** Y **Reconfigure:** N

Current SDCOE GAP Project: No

Who: CAB collaborating with Districts, supported by SDCOE

District Involvement: Districts will need to provide strong users who are committed to building a better solution and providing them adequate time to participate.

Priority: High

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
CAB Team	PT	CAB	Entire Project
SDCOE PM	PT	1	Entire Project

Description: An advisory committee consisting of users should be created to help with prioritization of issues and provide advice of what is most important to the CAB. Having the users represented directly by a panel of users while allow the CAB to have clearer visibility on user needs without the filter of SDCOE support staff who are different stakeholder base. Additionally, the hands-on perspective is something missing from the CAB and SDCOE, only the user groups have the heavy hands on transactional usage.

Potential Profile of User Advisory Board

- 15-member panel

- All are in roles in PeopleSoft that perform significant amounts of transactional and/or approval operations
- Panel member are from districts not currently represented on the CAB to increase district feedback
- Meets once per month
- Users rotate after 1-year term, stagger first groups term so that entire user advisory board does not turn over at the exact same time

SDCOE non-voting members on board to help with coordination and explanation of topics as needed.

Development Staffing
Training for Developers

Effort: 3 Months - 6 Months

Why: The development staff have no formal experience or training with PeopleSoft development before their current role. PeopleSoft development differs significantly from web and .Net development. Formal training is typical to cover common the key areas of PeopleTools development around building components, creating applications engines, SQRs, and BI Publisher reporting in PeopleSoft.

Benefit to Districts: Additional developer skills will lead to faster resolution of issues.

Classification N/A

Tags:

Current SDCOE GAP No

Project:

Who: SDCOE

District None

Involvement:

Priority: High

Project Team N/A

Roles:

Description: The executing of this is relatively straight forward, there is a need to identify a training provider for development staff, budget and send to training either in-person or via online virtual training. Developers should have opportunity to work with the training topics soon after training to ensure they have a chance to apply the skillsets as well as re-enforce the training by doing after learning.

Development Staffing Level

Effort:	N/A
Why:	The current number of developers employed by SDCOE is insufficient to cover both support and project initiatives. This is currently being supplemented by a staff augmentation agreement with Cherry Road Technologies to provide additional developers. If the district wishes to control costs, it is recommended to employ more internal developers overtime as budget allows.
Benefit to Districts:	By building a team that can handle all development issues for support the SDCOE will retain more institutional knowledge rather than it leaving with temporary staff augmentation contracts. This will over time make the development staff more effective in supporting the needs of San Diego County.
Classification Tags:	N/A
Current SDCOE GAP Project:	No
Who:	SDCOE
District Involvement:	None
Priority:	High
Project Team Roles:	N/A
Description:	Given that the district has 3 different PeopleSoft applications: HCM, FSCM, and Interaction Hub that all have ongoing improvement projects as well as support tickets there is insufficient staff available for all the work internally. The need for 7 additional development resources from Cherry Road in addition to 4 that are internally employed by SDCOE shows there is insufficient internal staffing for the current workload. It is recommended that a total 8 developers plus a manager is employed. Ideally 4 would specialize in HCM and 4 would specialize in FSCM, though all would work on at least 2 of the 3 applications as work load requires. When major projects come up SDCOE should work with staff augmentation firms or System Integrators via the use of an RFP to supplement staff for specific projects. However internal support development is best in house to help build up the institutional knowledge.

Help Desk/Ticketing

Help Desk Ticket Backlog Rationalization and Re-Assignment

Effort: 4 Months – 6 Months

Why: The help-desk and support organization of the SDCOE has been reorganized to more effectively meet the needs of the users of the PeopleSoft system. The new support format has support “pods” that will target supporting the same groups of school districts allowing the support personnel to become more familiar with the users and their specific needs. Assignment of tickets will not be changed ensuring more of a sense of ownership from a specific support staff member, this should help with preventing tickets from becoming lost in prioritization stacks of different groups as they become re-assigned in a support system. This new structure should help with the go forward operations of support and better serve the users.

However, there is a substantial backlog of existing tickets that need to be resolved or close as no longer needed. These tickets are not currently planned to be re-assigned to the pods that now support these districts. Additionally, many of the tickets still open are so old they may not be needed by the users requesting for a multitude of reasons for example: time sensitive data elements, resolved by a patch, user no longer works for district, etc.

Additionally, one of the reasons that district users have reported losing confidence in the SDCOE support structure is that they open tickets and never hear about them again. Contact about these backlogs of tickets is needed to effectively manage change, improve user satisfaction, align support with user needs.

Finally, an additional benefit of moving the tickets that are backlogged to the newly formed “pods” it will allow the support pods to become more familiar with their district needs

Benefit to Districts: Resolution and outreach on issues, some that may have been open for years.

Classification: N/A

Tags:

Current SDCOE GAP Project: No

Who: SDCOE with input from Districts

District Involvement: District users will need to explain issues to support personnel and be involved in testing and/or validating the resolution

Priority: Medium

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager (Help Desk Manager)	PT	1	Entire Project

Help Desk Analysts	PT	Entire Team	Entire Project
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Description: The SDCOE should undertake a process of rationalization of open tickets and re-assignment. The process of rationalization will involve reviewing all open tickets from before the new support structure was created and reaching out to the users each ticket to determine if they still need the issue resolved and to let them know it is still being worked. Support tickets that are found to not be needed any longer should be closed. All remaining tickets should be re-assigned to the appropriate pods and worked until completed. Support tickets that are waiting on Oracle patches or development should be noted as such.

Technical Road Map Items

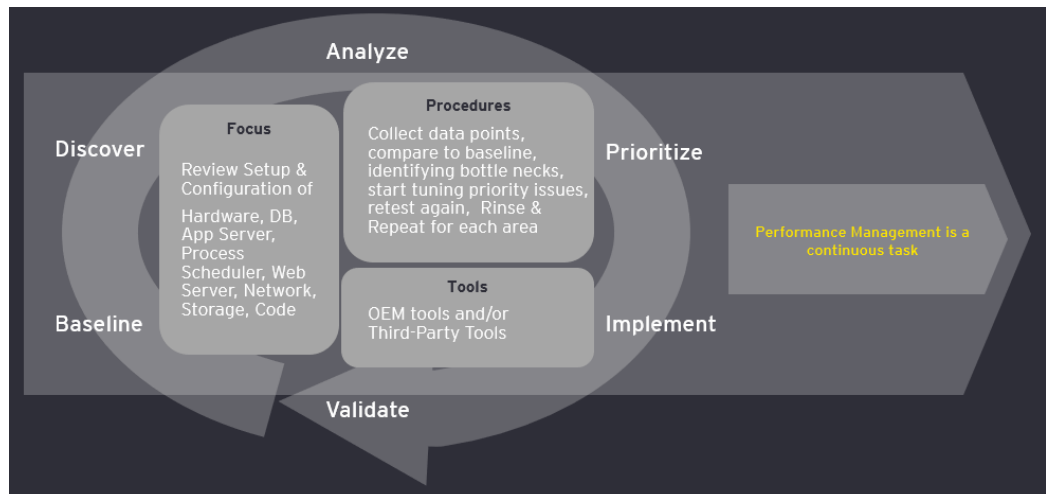
These are projects and initiatives that are related to the technical infrastructure of the PeopleSoft environment. The items contained in here will in general require more effort from the technical teams within the SDCOE and less from the functional teams (with the exception of reporting). Technical infrastructure improvements will in general improve the user experience of large groups of users in the environment.

Process	Recommendation
System Performance	<i>System Performance Tuning Health Check and initial performance tuning</i>
Hosting Managed Services	<i>Re-Evaluate Managed Services Agreement and move environment to more accessible platform</i>
Reporting	<i>PSQuery Enhanced Documentation and Support</i>
	<i>Reporting via Data Lake</i>
Integration	<i>Interface improvement project</i>
Security	<i>Implement Robust Annual Audit of Security</i>

Description: A holistic approach to evaluating all tiers of the environment is needed to identify the highest value targets for improving performance.

Areas to analyze and monitor for potential improvement include:

- **Hardware configuration** – Review of server hardware and how it is configured and deployed to the datacenter.
- **Hypervisor configuration** – If virtualization is in use the VM and its control environment have numerous performance related settings and counters available for analysis.
- **Network configuration** – Review of data center networks including switches, routers, firewalls, and load balances as well as LAN and VPN connectivity to the client.
- **Storage device configuration** – Review of SAN and NAS devices used in the environment
- **Database configuration and maintenance** – Review of the database RDMS configuration as well as the maintenance procedures in place (such as index rebuild and recalc table stats)
- **OS level configuration** – Review of Linux and Windows performance counters and relevant configuration
- **Web Server configuration** – Review of WebLogic configuration
- **Application Server configuration** - Review of Tuxedo configuration
- **Process Scheduler configuration** - Review of process scheduler infrastructure components as well as components configured via PIA front end
- **Code review of key processes** – Review PeopleCode and SQL of customized processes identified as performing slowly for possible code refactoring.
- **Database table and index coverage** – Monitoring and review of poorly performing SQL queries index usage using standard RDMS tools provided by the database vendor.



Tuning is an iterative process that begins with taking baseline stats to allow the performance issues to be measured. This process is followed by discovery and analysis of the current environment. Based on the findings the highest value targets for improvement are prioritized for testing and implementation. Once the tuning is

implemented in a test environment the baseline processes will be re-measured to validate the improvement helped to resolve or mitigate performance issues.

Hosting and Managed Services

Re-Evaluate Managed Services Agreement and move environment to more accessible platform

Effort: 12 Months – 15 Months

Why: The PeopleSoft and Hyperion environments are currently hosted and managed by Cherry Road technologies a boutique consulting and managed services firm. The firm appears to be operating the environments per the SLAs defined in the contract, however this does not cover the poor performance that the environment sees. Additionally, Cherry Road restricts SDCOE's ability to connect to the environments with the tools they would like to use for monitoring and development. This inability to monitor and the basic SLA's written have led to the environment being reported as being unavailable by SDCOE and district staff even though technically the servers are running.

Benefit to Districts: By improving the infrastructure, the district users will see improvement in downtime and system performance.

Classification N/A

Tags:

Current SDCOE GAP Project: No

Who: SDCOE and Managed Services Provider or external advisory firm

District Involvement: None

Priority: High

Project Team Roles Will be dependent on the selection of target hosting.

Description: A cost benefits analysis of different hosting options is already underway at SDCOE, this should be given priority as the current hardware/hosting environment is not helping leverage the full possibilities of the software. The key areas of concern are who will administer the hosting infrastructure (SDCOE or external vendor), what the cost of different options are (both service cost and internal staffing cost), as well as what system performance and system access benefits can be derived from different solutions.

Key Considerations to consider for re-hosting evaluation

- Brining support in-house or utilize 3rd party (either existing vendor with new contract and SLAs or new vendor that provides PeopleSoft support)?
- Host in SDCOE data center, 3rd party, or Cloud Based?
- What is the staffing needs for the change if supporting internally (for example additional system administrators, database administrators, upgrade specialists, and managers)?
- Impact on existing IT organization?

- Timeline where running different environments on new solution and old Cherry Road solution. What is the cost of running both and for how long cant his be sustained?
- What is the disaster recovery and continuity of operations plan impact under each option being evaluated?
- What changes are needed in software licenses?
- What changes if any are needed to VPON licenses?
- If internally hosting is being evaluated, include hardware maintenance and support in pricing.
- What is the scalability of the new environment? Cloud is typically the easiest to scale while 3rd party hosts and internally hosted usually have more challenges.
- What is the estimated cost of the project to migrate from current host to new target environment?

Primary options to consider

- 3rd party fully managed services such as what is currently being utilized with Cherry Road. If this option is pursued multiple vendors could bid on this.
- Hosting in Cloud Infrastructure Environment, this is essentially hosting environments in the Cloud on virtual servers and possibly on Cloud provided partially managed database instance.
- Hosting on Oracle Cloud Instance essentially as infrastructure as a service for PeopleSoft running PeopleTools 8.57 or higher.

Hosting internally in SDCOE data center. This allows the most control but puts all support needs on the SDCOE and would be more difficult to scale than a Cloud based solution. This solution requires careful consideration of disaster recovery plan.

Phase 2: TBD, based on 3-month assessment

Description: The SDCOE currently has two projects in its inventory that deal with interfacing and integration of data with the PeopleSoft HCM and Financials Instances. These should be combined into a single program rather than run separately. Effective change management of the program is needed for this to be successful. To start a program like this it is essential that all districts are given a chance to request interfaces that they need to start the inventory. A process of harmonization of the interface interfaces is needed so that interfaces are designed in a generic fashion and prioritized for high value targets. The success of such a program is determined by two factors: reduction in manual entry and increased data quality in PeopleSoft and external systems.

Additionally, in the process of conducting the assessment it was found that there are accounts in the PeopleSoft environments that users were no longer using the system or separated from the district. An audit of users should be conducted as part of this regular activity to find users that are not using the system any longer or have row level security lists that do not match their current assigned HR records. The SDCOE as the central coordinator of security should send these to district contacts to coordinate the remediation, if districts users are not responsive to this, a system policy should be implemented to lock-out accounts without any activity within a defined period (for example greater than 90 days) if there is no remediation or documentation provided to the access from the district as part of this audit activity.

Because the skillsets and knowledge required to conduct this type of review may not be contained within the SDCOE, it is recommended that at least the first assessment take place with an outside risk and advisory firm. This type of project with an outside firm should take between 6 and 12 weeks and allow for SOD rules, toolsets, and techniques to begin to transfer to SDCOE staff so in future audits they can take on more and more of the audit.

Reporting Infrastructure

PSQuery Enhanced Documentation and Support

Effort: 4 Months – 6 Months

Why: Districts have reported they have difficulty using PSQuery and they are unsure of which records to use and how to utilize them

Benefit to Districts: Better understanding of what is available from PSQuery in the SDCOE environments and what it provides.

Classification Tags: N/A

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

District Involvement: Districts will be the target of the enhanced documentation and training and must make time to understand the training and its material. Feedback from districts on the areas they most need assistance to the SDCOE is needed to make this successful.

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Query Analyst	PT	1	Entire Project
Training Content Developer	FT	1	Entire Project
Trainer	FT	1	1 Month

Priority: Medium

Description: Several enhancements can be done with the PSQuery support and documentation to improve its use by districts. First a thorough review of the training should be undertaken to add more detail to the PSQuery functionality as well as show more commonly used records in the example. Second documentation in the PSQuery documentation published should be expanded with more examples and screenshots to allow users to have more to follow, as well a review of the data dictionary. Finally, a regularly scheduled call in should be setup to allow district users to ask questions on a query and build it real time with SDCOE personnel on a web conference.

Reporting via Data Lake

Effort: 12 Months – 15 Months

Why: There is currently a considerable amount of difficulty reporting via PS Query as the only source of data. Districts could benefit from being able to connect additional tools besides extracting and merging data. Allowing modern tools such as PowerBI to be connected will enhance the user’s ability to self-serve.

Benefit to Districts: Better visibility to information, transformation to reviewing information on dashboards and analytics reports rather than reviewing data as provided by PS Query. Reduced manipulation and linking of multiple extracts via Excel

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

District Involvement: Districts will need to be heavily involved in the requirements phase as well as validating the design. District users will need to perform user acceptance testing. District leadership is needed for successful rollout.

Priority: Medium

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
Analytics Lead	FT	1	Entire Project
ETL Lead	FT	1	Entire Project
Analytics/Visualization Developers	FT	2	Entire Project
ETL Developer	FT	1	Entire Project
PeopleSoft Functional Leads and Developers	Consulting Basis	*	As Needed
DBA	PT	1	Entire Project
Training Content Developer	FT	1	2 Months
Change Management Lead	PT	1	Entire Project

Description: There is already some data being moved to a data lake to support the CBO and HR dashboards. However, this only presents canned dashboards to users, it does not allow for ad-hoc reporting. Additional ETLs should be developed to move all relevant records to the data lake. Row level security design needs to take place as well to ensure users only have access to the proper data. Once the data is in the data lake, connectivity to the database should be granted as well as the selection of a

visualization tool such as PowerBI should take place. Power reporting users should be allowed to connect PowerBI to the data lake to drive ad-hoc reporting, drilling down, and pivoting of datasets. Additionally, districts will have the ability to connect with the tool of their choice for power users.

By pushing data to a data lake or reporting database it will both allow users to utilize different reporting tools as well as remove performance pressure from the transactional PeopleSoft systems. This approach will not be real time, but batch updated, typically overnight so some reporting will still drive from the transactional systems using PS Query, nVision, BI Publisher, and SQR.

This can be undertaken as an iterative project moving tables that are identified over time. As tables and views are made available in the data lake, documentation with table and field definition must be updated to allow users to utilize properly.

Short Term Projects

Definition

Short term projects for this roadmap are defined as meeting the following criteria:

- Can be completed in 90 days or less from start to deployment
- Release schedule follows the Standard Schedule
- Requires upfront Prep work and Analysis before including in the release schedule
- Results are readily noticeable for the users of the PeopleSoft applications
- The level of effort should be manageable by internal support resources



Why Perform Short Term Projects

Short term projects are useful because they provide incremental fixes in a short period of time that groups of users will immediately recognize as a benefit. By continuously delivering these short-term projects the district users will begin to gain confidence in the SDCOE organization as well as the HCM and Financials environments. While the impact of an individual short-term projects is not as great a large program the impact to user confidence is much greater by delivering short term projects in aggregate because of user perception of responsiveness to needs.

Short Term Project Initiatives

HCM Short Term Projects

Retirement Automated Enrollment Process

Effort: 3 Months – 4 Months

Why: The process consists of 3 major components - Automated enrollment process (PeopleSoft- Nightly), STRS match file and PERS enrollment. STRS match file comparison exists but still manually comparing to make sure data is correct. PERS enrollment automated process do exist but it does not meet the business requirement.

Benefit to Districts: Improved retirement process

Classification Tags: Fix: Y Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE

Priority: High

District Involvement: Communications target.

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Developer	FT	2	Entire Project
Tester	FT	1	2 Months

Description: Retirement team runs the PS queries, extracts the output into a MS Access database and then perform the comparison of this data with STRS/PERS to validate data points like membership, contribution rate (part of retirement plan - STRS PEPR, STRS, STRS cash balance etc.) and then it is coded into PeopleSoft manually. This could lead to errors due to manual intervention.

Automated nightly eligibility process to enroll new hires at the district into the appropriate PERS/STRS membership program is inaccurate and hence retirement reporting team is manually comparing the data to ensure employees are enrolled into appropriate PERS/STRS retirement plan.

Because the skillsets and knowledge required to automate this process may not be contained within the SDCOE, it is recommended to look at other service providers to gather the requirements and enhance the existing nightly eligibility process.

PERS/STRS subject wages and deductions

Effort: 3 Months – 4 Months

Why: Doesn't identify or calculate subject wages accurately.

Benefit to Districts: Improved accuracy of retirement deductions and wages

Classification Tags: Fix: Y Implement: N Reconfigure: N

Current SDCOE GAP Project: GAP 13

Who: SDCOE

District Involvement: Districts can assist with providing examples of issues

Priority: High

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Developer	FT	1	Entire Project
PeopleSoft Payroll Specialist	PT	1	Entire Project
Test	FT	1	1 Month

Description: This is when Payline adjustments are made (Negative adjustment when refund needs to be done). Payroll retirement custom process logic needs to be revised to look at the Earnings to identify the Contribution limit. Once this process runs, the data which is extracted from Payline (subject wages, contributions, Earnings, dates etc.) gets updated on the retirement custom pages

ARS works correctly because it's a deduction but does not work for STRS/PERS. ServiceNow ticket is there and is being worked on for 18 months (Issue #1085).

Implement ESS/ePay (Direct Deposit, W4 – Tax Information, W2 Reissue Request)

Effort: 3 Months – 4 Months

Why: PeopleSoft ePay increases workforce satisfaction and reduces costs by enabling employees to view and manage their basic payroll information online.

Benefit to Districts: Better self-service for users and quicker access to data, great satisfaction with PeopleSoft

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: GAP 16 (E156)

Who: SDCOE led project with Districts involvement

District Involvement: Districts will need assist with requirements/design if questions come up as well test and communicate the change

Priority: High

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Configuration Admin	FT	1	2 Months
Training Content Developer	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: Oracle's PeopleSoft Enterprise ePay is a collaborative, Web-deployed solution that gives employees immediate online access to their unified payroll information and intuitive tools for paycheck management. As one of the most commonly deployed self-service applications, PeopleSoft ePay reduces check-printing expenses and allows employees to manage payment preferences, streamlining payroll production.

- Deliver personal payroll information online for easy administration of direct deposit and voluntary deductions.
- Display payroll documents such as pay checks and year end forms as PDF documents that are identical to the printed version.

Ability to Correct History on Job Data

Effort: 3 Months – 4 Months

Why: Users sometimes need to correct transaction data. Since users don't have access to correct historical data, whenever a correction is to be made, they will have to log a service now ticket which takes longer time than to make these simple corrections.

Benefit to Districts: Reduce the need to wait on tickets for correction of history.

Classification Fix: N Implement: Y Reconfigure: N
Tags:

Current SDCOE
GAP Project: GAP 3 (E67)

Who: SDCOE with District Support

District Involvement: Identify power users for training and commit time to be trained

Priority: Medium

Project Team
Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Security Lead	FT	1	2 Months
Training Content Developer	PT	1	1 Month
Trainer	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: Correcting history is recommended in situations where users may have to go and make corrections to the data. To do this, identify key users (e.g. super users) from each district and allow them make corrections to the historical record. The current project GAP 3 project should be evaluated to ensure that it covers enough PeopleSoft components to meet requirements as well as to ensure that the training around the effort sufficiently trains the district super-users to when and when not to apply correct history to a record.

Retirement calculations for PEPRA Cap limit

Effort: 3 Months – 4 Months

- Why:**
- Doesn't account for earnings limit (Max/Cap for Contribution)
 - Adjustments to correct limit are only considered for the current fiscal year
 - Takes ~1 to 1.5 months to troubleshoot (multiple payroll runs to test) and fix issues and issue #1085 is still pending

Benefit to
Districts: Correction of identified issue in system

Classification Fix: Y Implement: N Reconfigure: N
Tags:

Current SDCOE
GAP Project: GAP 13 (Issue#1085) – SDCOE indicates this fix is in progress at the time of the writing of this document.

Who: SDCOE

District Involvement: None

Priority: Medium

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
Functional Admin System Configuration	PT	1	Entire Project
PeopleSoft Developer	PT	1	Entire Project
Tester	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: PeopleSoft HCM is not configured to handle the limits (as highlighted below) correctly.



- It appears the system only looks at “Deduction max” instead of the “wage limit” also.
- System counts anything in a year time span (fiscal for STRS, calendar for PERS) even if there is an adjustment for a time period outside that year time span.
 - For example, for July 2018 – June 2019 fiscal year, system will also include anything dated May 2018, if paid during July 2018 – June 2019.
- When the calculation is wrong, it takes a long time to fix because it gets stuck in a loop getting to the right amount of either wages or contributions.

This happens for PERS PEPRA also. The PERS PEPRA wage limit is by Calendar Year.

Incorrect calculation or distribution to suspense of Retiree Benefits

Effort: 3 Months – 4 Months

Why: When a retiree returns to work in a part-time position, benefits are often either thrown into suspense or calculated incorrectly.

Benefit to Districts: Correct issue with going into suspense of benefits or calculated incorrectly

Classification Tags: **Fix:** Y **Implement:** N **Reconfigure:** N

Current SDCOE GAP Project: GAP 19 – Issue 1013

Who: SDCOE with assistance from districts in identifying test cases

District Involvement: Districts should provide example of times when there was a calculation error and be involved in acceptance testing

Priority: Low

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Developer	FT	1	Entire Project
PeopleSoft Functional HCM Resource	PT	1	Entire Project
Change Management Lead	PT	1	Entire Project

Description: This is a known issue needs to be fixed. There have been several attempts in the past 3 years to rectify this issue but not has been successful. Retiree Benefits were customized to pay through PeopleSoft system and to create remittance to the vendors and to go through Payroll distribution. SDCOE support staff believe this to only be an issue with distribution to suspense and not a calculation issue. When the short-term project is started this assumption should be validated as the first step of the project, change management should message the issue to the end users and when it will be resolved.

Financials Short Term Projects

Journal Entry Batch Posting Process

Effort: 2 Months – 3 Months

Why: Journal Entries postings are processed individually instead of in batch on a scheduled basis. Users manually run the Edit/Budget Check/Post processes for each journal; they are unwilling to process journals in batch form because an excessive number of transactions error due to CF issues, resulting in manual intervention, corrections, and re-running the individual journal process anyway. Currently the batch process is run at night which is not frequent enough and does not appear to be fully communicated throughout the user community.

Benefit to Districts: By running the batch post process more frequently district users will have a faster turnaround on reviewing and resolving journal issues with needing to individually post journals themselves

Classification Tags: Fix: Y Implement: N Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

District Involvement: Target of change management

Priority: High

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
System Administrator	PT	1	Entire Project
Tester	PT	1	Entire Project
Training Content Developer	PT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: The most efficient way to process journal entries is to run the Edit/Budget Check/Post process in batch form for individual Districts. However, CF issues must be resolved before this process can be streamlined. The process should be scheduled to run multiple times throughout the work day and this need be rolled out to as part of a change management plan with District end-users, including training and user guides for continued support. The hinderance the SDCOE faces in making this a short-term project is the end-user’s reluctance to use this process because many CF errors creates more work in researching and re-running each journal entry.

Financial Master Data Governance Plan

Effort: 3 Months (after CF/combo restructure) – 5 Months

Why: Errors that occur throughout journal entries and other system entries are a result of CFs that have not been created yet, CFs that have been inactivated, or CF Combo Edits that are inaccurate or conflicting with other edits.

Benefit to Districts: Reduction in errors while processing.

Classification Tags: Fix: N **Implement:** Y **Reconfigure:** N

Current SDCOE GAP Project: #24 / Items #1524, 1528
#25 / Item #1607 – Believe to be resolved

Who: SDCOE

District Involvement: None

Priority: High

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft GL Functional Lead	FT	1	Entire Project
Training Content Developer	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: When the ‘PeopleSoft Budget Check Process’ recommendation is completed, SDCOE should implement a ‘Master Data Management Plan’ and define associated processes that would be applied over all General Ledger field values, tree maintenance and reporting criteria. The ‘PeopleSoft Budget Check Process’ is more of a GL Financial effort, but it is creating many problems in both the budget check and the transaction edit processes. An in-depth analysis and re-configuration are required for CF structure, CF trees, Combination Editing, and the background app engine processing for budget check. The issue is not confined to one area of the data; multiple issues exist across the GL/KK setup.

Payroll Accrual Discrepancies

Effort: 3 Months – 5 Months

Why: Payroll accruals reports generated and distributed by the County do not reconcile to the transactions created by the Districts

Benefit to Districts: Correct accrual issues.

Classification Tags: Fix: Y **Implement:** N **Reconfigure:** N

Current SDCOE GAP Project: GAP #13 – Issue 1085

Who: SDCOE collaborating with Districts

District Involvement: Provide issues

Priority: Medium

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
Functional Lead	FT	1	Entire Project
Developer	FT	1	Entire Project
Test	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: SDCOE should work with one or more district end-users, who are subject matter experts, to conduct an analysis to determine the data and/or reporting issue(s) that are causing the accruals to be calculated incorrectly. It has been noted that the distribution is incorrect in payroll but correct in accruals.

AP Vouchers Ready for Pay Cycle

Effort: 2 Months – 4 Months

Why: Users currently report being unable to select multiple vouchers at one time as ready for pay. This is inefficient and requires additional clicks during AP processing.

Benefit to Districts: More efficient pay cycle processing

Classification Tags: Fix: Y Implement: N Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE

District Involvement: None

Priority: Medium

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft AP Functional Lead	FT	1	Entire Project
PeopleSoft Developer	FT	1	1 Month

Tester	PT	1	1 Month
Training Content Developer	PT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: A quick project should be undertaken to understand why the system is not allowing multiple vouchers to be selected at one time as ready for pay. This appears to have been a design mistake in the original implementation that should be corrected. This should then be corrected and communicated to the districts that the fix is in place with updated process documentation on the SDCOE help site. It should be noted that mass approval is more ideal than auto approval, as this is an efficiency gain rather than removing the control.

Purchasing Reporting Enhancements

Effort: 3 Months – 4 Months

Why: There are some key areas where the end-user’s reliance on queries and online page inquiry is limiting the information that they can access and use for analysis and tracking purposes.

Issues:

- Manual steps are often used outside of PeopleSoft to track amounts and dates of requisitions, PO’s, and receipts; To view the details of related requisitions, POs, and receipts, users must rely on queries to pull the data from separate transaction-associated tables, download the information, and create spreadsheets to align the information for the steps that occur throughout the buying/receiving process
- Users often search for a listing with limited parameters, which results in the returned data rows exceeded the 300 limit that is delivered functionality in PeopleSoft. Which is why additional reporting is needed as the component search cannot support general search needed.

Benefit to Districts: Improved reporting capabilities

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

District Involvement: Provide requirements and conduct acceptance testing

Priority: Medium

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
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Project Manager	PT	1	Entire Project
PeopleSoft P2P Functional Lead	PT	1	Entire Project
PeopleSoft Developer	FT	1	Entire Project
Tester	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

AP/PO Numbering

Effort: 3 Months – 4 Months

Why: On warrants stubs, the field size for the PO number isn't long enough to hold all the characters that are entered as the PO number when going through from PO to AP. The PO/AP system records the BU, then the PO number with several leading zeros; the PO number printed on warrants only picks up the beginning characters.

Benefit to Districts: Resolve numbering issue that make the values not as helpful as planned

Classification Tags: Fix: Y Implement: N Reconfigure: N

Current SDCOE GAP Project: GAP # 33

Who: SDCOE

District Involvement: User Acceptance Testing

Priority: Medium

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft AP Lead	PT	1	Entire Project
PeopleSoft Developer	FT	1	Entire Project
Tester	FT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: A small project needs to be undertaken to either change the format of generated PO numbers, so it fits in the field which would be the ideal solution. Alternatively, the field could be re-sized to accept the full length.

GL Journal Import Tool and Troubleshooting

Effort: 3 Months – 4 Months

Why: Users report it is too difficult to upload journal entries via Excel to CI and that they don't understand the errors

Benefit to Districts: Make it easier for users to understand journal upload process and resolve/prevent issues themselves

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE

District Involvement: Target for additional documentation

Priority: Medium

Project Team Roles:

Role	FT/PT	Number	Duration
Project Manager	PT	1	Entire Project
PeopleSoft GL Functional Lead	PT	1	Entire Project
Training Content Developer	FT	1	Entire Project
Change Management Lead	PT	1	Entire Project

Description: It's recommended that the General Ledger upload process be more thoroughly documented, plus provide web-based training/video to view to show proper process. Enhanced documentation should include a troubleshooting guide containing all common errors and steps to resolve.

Billing Invoice Correction

Effort: 1 Month – 2 Months

Why: Users are limited to one line per invoice. When billing for a facility rental, etc. the user must combine all individual charges into one line and provide extensive detail, so the recipient can understand the bill.

Benefit to Districts: Improved invoice functionality

Classification Tags: Fix: Y Implement: N Reconfigure: N

Current SDCOE GAP Project: GAP #30

Who: SDCOE
 District Involvement: Target for change communication
 Priority: Medium

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Billing Functional Lead	FT	1	Entire Project
Training Content Developer	PT	1	Entire Project
Change Management Lead	PT	1	Entire Project

Description: The configuration needs to be evaluated for a disconnect between the invoice format and the data tables.

AP User Preferences

Effort: 1 Month – 2 Months

Why: When entering vouchers users are presented all BUs without their BU defaulting. Users have reported this requiring extra clicks/typing which is inefficient. This is controlled via user preferences that did exist prior to some PUM patching that was not executed efficiently which removed the user preferences and did not notify users as to why. This side effect of the patching was a major fail for the SDCOE in terms of user perception and adequate testing. Correcting this issue will help in the long road to winning back user confidence and satisfaction in the system.

Benefit to Districts: Resolve reported issue that makes users less efficient in AP

Classification Tags: Fix: Y Implement: N Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts
 District Involvement: Target of outreach
 Priority: Low

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
PeopleSoft AP Analyst	PT	1	Entire Project

Description: The SDCOE support staff should coordinate with AP users to default the BU as needed for users without a default BU in their user preferences. Going forward when

patching Financials this should be validated, and scripting should be used to fix the user preference if it is found that the PUM patches are causing the user preferences to be removed.

Purchasing User Security and Process Review

Effort: 1 Month – 2 Months

Why: AP users report needing to receive hard copies of POs to review before moving the voucher forward for processing. This is inefficient, the PO should be viewable for the AP user to reduce the need for extra work.

Benefit to Districts: Reduce paper and improve AP user’s ability to self-serve

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE

District Involvement: Target for change communication

Priority: Low

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft Security Lead	FT	1	Entire Project
Change Management Lead	PT	1	Entire Project

Description: Review AP users, roles, and permission list security to determine if AP users have ability to view PO in read-only and modify as needed. Communicate how to execute this process to AP users and update documentation as needed.

Asset Management Documentation Updates

Effort: 2 Months – 3 Months

Why: User’s report not being able to search for assets effectively. Upon review it was determined that the delivered PeopleSoft functions should be able to meet the user needs, but they may not know how to effectively search.

Benefit to Districts: Mitigation of risk presented for fraud and data compromise due to security and SOD issues.

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE

District Involvement: None.

Priority: Low

Project Team Roles:	<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
	Project Manager	PT	1	Entire Project
	Training Content Developer	FT	1	Entire Project

Description: Create an online video and documentation to send to users on how to best search in AM module. Additionally, add as a potential topic to showcase in future refresher trainings or PeopleSoft conference.

Vendor / Contractor Category Expansion

Effort: 3 Months – 4 Months

Why: Vendor Categories are insufficient when performing a search for a bid, quote, etc. The categories for vendors are at a very summary level of categorization. Users do not have the ability to search for Vendor(s) using multiple identifying categories, such as 'contractor', 'licensed contractor', 'roofing contractor', etc.; they would like to assign multiple categories to each vendor to provide a more dimensional search capability when trying to select the most appropriate vendor(s).

Benefit to Districts: Better search capabilities

Classification Tags: Fix: N Implement: Y Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

District Involvement: Provide requirements and conduct acceptance testing

Priority: Low

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft AP Lead	FT	1	Entire Project
Tester	PT	1	1 Month
Change Management Lead	PT	1	Entire Project

Description: SDCOE should work with one or more procurement end-users, who are subject matter experts, to conduct an analysis to determine the granularity of detail needed and expand the attribute values for vendors.

eProcurement Accounting Date Change

Effort: 3 Months – 4 Months

Why: When POs are entered using eProcurement, users are unable to enter the budget date or accountings date. POs that must be entered for a next fiscal year (for delivery/timing purposes) and default to the current (old fiscal year) date. Users must go into the requisition in the new fiscal year and correct it to pick up the new current date (or they'd have to cancel the PO and issue a new one, which would cause issues for the vendor and in receiving goods.) The old fiscal year encumbrances must be cancelled manually.

Benefit to Districts: Reduction in manual effort

Classification Tags: Fix: Y Implement: N Reconfigure: N

Current SDCOE GAP Project: GAP #35 / Item #E51

Who: SDCOE collaborating with Districts

District Involvement: User Acceptance Testing

Priority: Low

Project Team Roles:

<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
Project Manager	PT	1	Entire Project
PeopleSoft P2P Functional Analyst	FT	1	Entire Project
Tester	FT	1	1 Month

Description: The eProcurement setup should be analyzed to better understand why users cannot enter a future-dated requisition. The districts using eProcurement do so for security purposes. In purchasing PeopleSoft, users have access to see other locations'

purchases; in eProcurement there are no search capabilities for other data making it more ideal for district. Further, investigation should also be done to the purchasing options page and to see how it is currently configured. Configuration on the purchasing options page can control how the accounting date is determined when a requisition is created.

Travel Reconciliation Process

Effort: 3 Months – 4 Months

Why: In the current implementation, end- users report that Travel & Expense module and its integration with GL isn’t providing all the connection necessary to track a travel expense entry from the advance through to the reimbursement, and the reconciliation of outstanding items.

Issues:

- Users are unable to see an accounting of the advance that was paid, the follow-up expenses, and the resulting difference (paid to the employee or reimbursed by the employee)
- Clearing an advance does not happen systematically when processing the reimbursement

Benefit to Districts: Resolve T&E issues

Classification Tags: Fix: Y Implement: N Reconfigure: N

Current SDCOE GAP Project: No

Who: SDCOE collaborating with Districts

Priority: Low

Project Team Roles:	<u>Role</u>	<u>FT/PT</u>	<u>Number</u>	<u>Duration</u>
	Project Manager	PT	1	Entire Project
	Travel and Expense Lead	FT	1	Entire Project
	Change Management Lead	PT	1	Entire Project

Description: A project should be undertaken to review the configuration of Travel & Expense, and reconciliation links with GL that should be in place to streamline the process. Additional reporting and queries should be developed to help users review expenses from advances through to reimbursement.

SDCOE Organizational Structure Analysis

Introduction

While the assessment was ongoing SDCOE was undergoing a reorganization, which was transforming the ERP and HCM support structure from what was used during the implementation project to an organization built to support the ongoing operations of the systems and processes.

Divisions

There are 3 divisions that roll up to the CTO at SDCOE that are heavily involved with the support and ongoing operations of the PeopleSoft environment. Only the portions of these divisions that typically deal with the PeopleSoft environment were in scope for analysis.

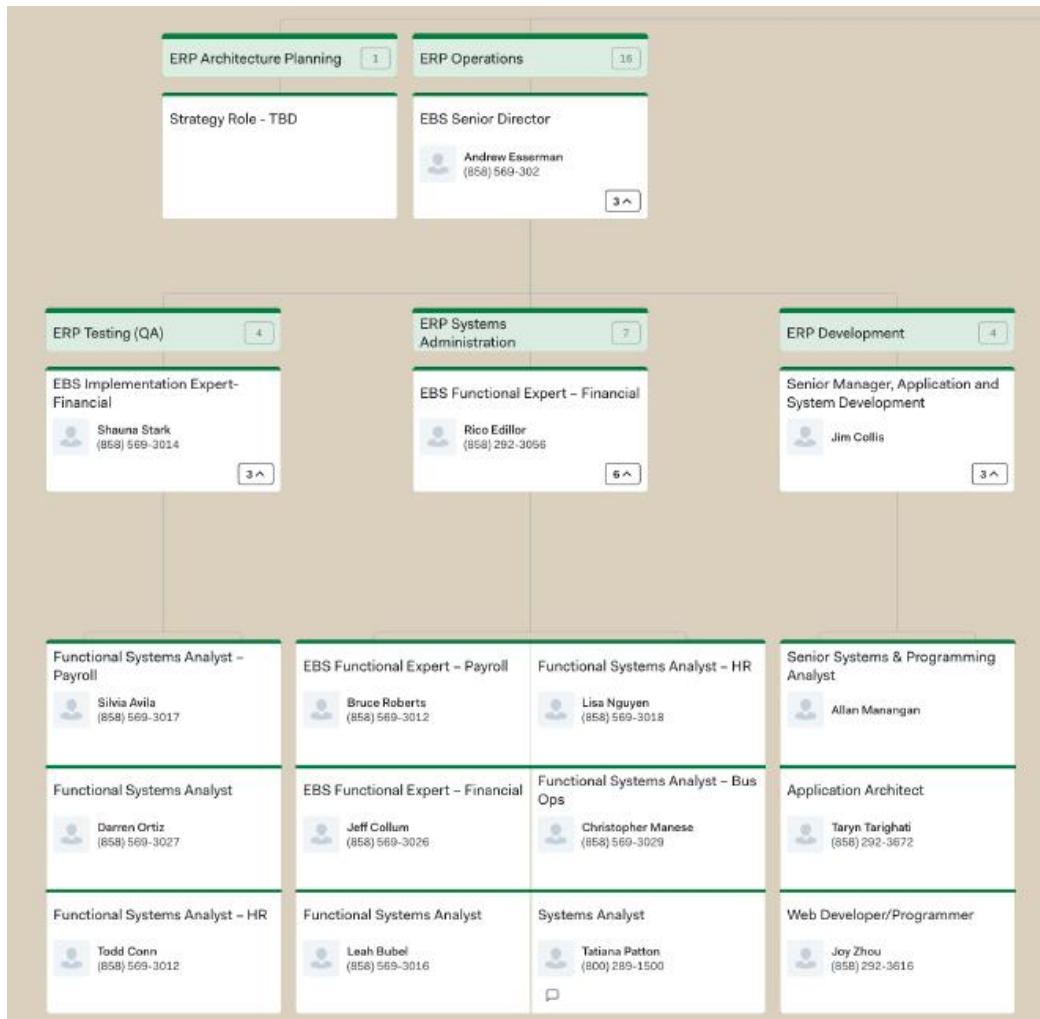
Enterprise Applications

This area is tasked with the development and configuration of applications.

This is comprised of

- **ERP Operations** – Provides development, functional administration, and testing support for PeopleSoft and Hyperion.
- **Data Management and Engineering** – Deals with data management and business intelligence, primarily is out of scope of this assessment as little touchpoint on PeopleSoft. This group does touch PeopleSoft data with PowerBI dashboards rolled out to districts.
- **Applications Development** – Provides other types of development outside of PeopleSoft, such as .Net development. This area is out of scope for this assessment.

ERP Operations Org Chart*note at time of assessment titles provided on org chart are prior to reorganization



Recommendations

- ERP Development team is small for supporting this number of modules, school districts, and users. It is currently being augmented by outside contractors on a yearly contract. It is recommended that the staffing level be increased to more internal staff to reduce hourly cost and retain institutional knowledge.
- ERP Development was noted to have not been experienced in PeopleSoft, coming from other development technologies, efficiency gains can be achieved by sending to formal training.
- ERP Architecture Planning role is not filled, filling this role should assist with planning and coordination of HCM and Finance improvement plans.

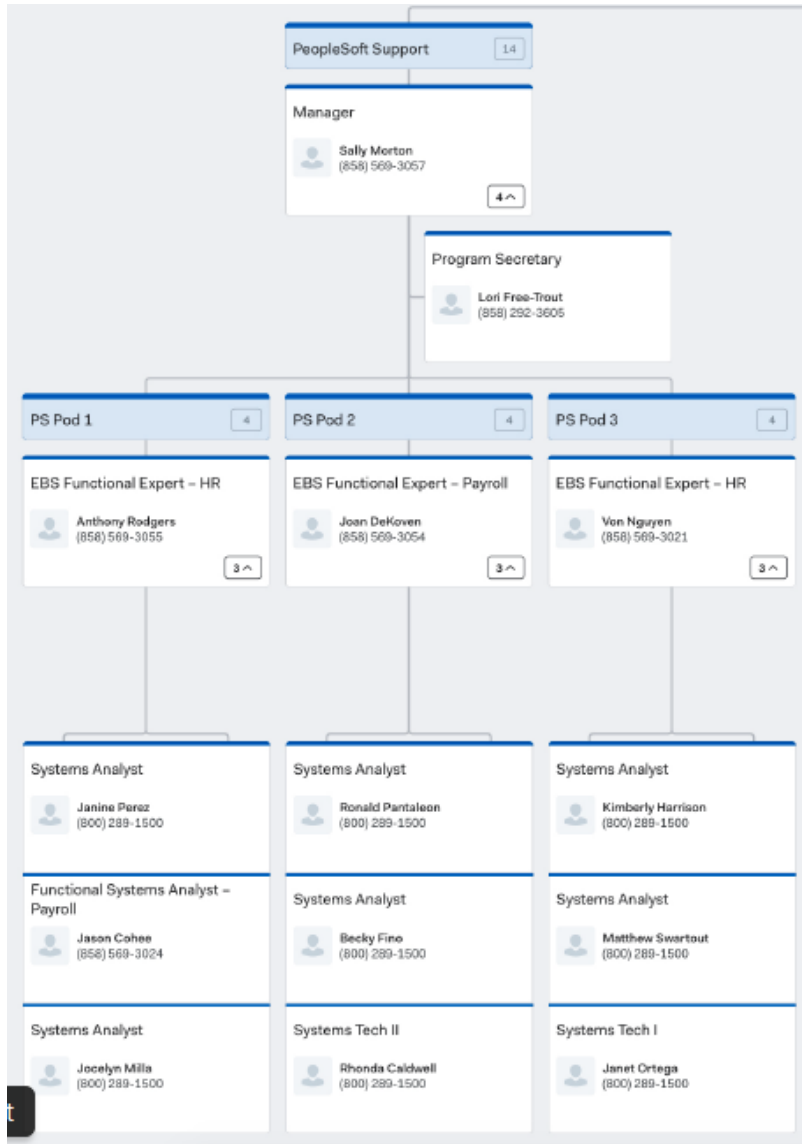
Services and Solutions

Provides support for users and systems as well as Training and Events coordination.

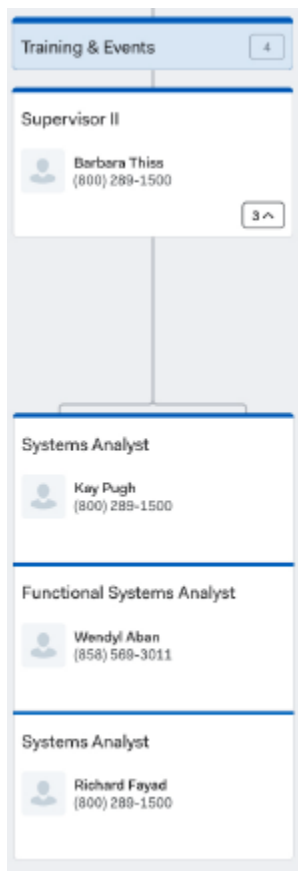
This is comprised of

- **PeopleSoft Support** – This is the primary PeopleSoft related area inside of Services and Solutions. The support PeopleSoft and Hyperion across the county. It is organized into 3 pods, which are groups of districts that each pod specializes on. The pod organization is in place to allow both the support personnel and the district users to build up a stronger relationship because of support tickets always routing to the same group of people. Support personnel will become more well versed in their district's distinct needs because of a focus on a subset of districts for each pod.
- **Student Information Systems** – Work with the student information systems run by SDCOE, outside of scope of this assessment
- **Training and Events** – Coordinates and administers training for the SDCOE.
- **Computer Support Services** – Supports the SDCOE users and computers, outside of the scope of this assessment.

PeopleSoft Support Org Chart*note at time of assessment titles provided on org chart are prior to reorganization



Training and Events Org Chart*note at time of assessment titles provided on org chart are prior to reorganization



Recommendations

- The support PeopleSoft support organization appears to be right sized, new support tickets being opened for PeopleSoft issues is averaging around 800 tickets per month. Which when distributed would average under 70 tickets per month for the 12 core support personnel to cover. Additionally, the volume of tickets should go down as various road map projects are completed, such as rolling out correct history to district power users.
- The backlog of existing tickets will require the assistance of other areas to help clear out.
- Training and Events currently owns part of the change management process, as part of the change management setup project in this roadmap the training and support area should have name and tasks updated from just training to change management. This organization will need to work closely with the PMO. Until change management capabilities is fully realized, this team will likely need the support of outside change management consultants.

Project Management Office (PMO)

This is a new organization within the SDCOE that will be responsible for all aspects of Project Management and its governance.

At the time of the assessment there was no organization diagram of the PMO organization. It is currently staffed with three existing employees who came from other areas of the organization with experience working on projects though they have limited formal project management training and project management was not their primary responsibility in prior roles while at SDCOE. One staff member has a PMP certification and 2 have project management experience from roles prior to joining SDCOE.

Recommendations

- PMO organization should manage the overall roadmap program. The PMO will need to use a mix of currently assigned staff and likely contractors to manage the various individual projects in the program.
- PMO organization should seek outside assistance in the setup of a PMO to assist with setting up project governance framework, project prioritization, and get initial coaching on leading practices in performing project management.

Appendixes

Appendix A – Functional Gap Tables

Domain	Pain Points	Gap Observation/Analysis
HCM	Users find walking the job stack difficult to view audit history	To review employee data transactions and what change has been done over a period of time is difficult to track
HCM	District users lack ability to correct history	Users sometimes go and correct transaction data. Simple corrections could be completed rather than submitting a heat ticket.
HCM	Missing front-end data validations for some fields creates downstream issues	<ul style="list-style-type: none"> •While keying in the data for Exception hourly employee, there is an option for monthly employee on Compensation •Standard hours - Any value can be inputted (e.g. 6 hours position etc.)
HCM	<ul style="list-style-type: none"> •Date manipulation required for downstream processes to work •Users must enter an incorrect effective date for downstream items (i.e. benefits) to process correctly and then track the accurate date elsewhere 	Some district users are using the workaround to capture Job Data transactions with a different effective date
HCM	Lack of fields needed for personnel management (e.g. subjects being taught, grade level)	Any additional fields other than PeopleSoft delivered would require customization
HCM	Majority of districts are not using PeopleSoft for position control	For some districts, this is due to their need to manually manipulate FTE in order for other processes (i.e. salary administration) to function correctly
HCM	Inability to enter Job Data transactions during Shot work break or Payroll processing	<p>Summer is their busy time for all those admin type tasks (New Hires, Transfers, salary updates).</p> <p>Custom process is run before Paysheet creation to identify who is on SWB and determines who they need to be paid or not. If any transaction is done after Paysheet is created, users may have to manually turn OK to pay off. Users can still do transactions but are advised not to because of the above reason</p>
HCM	Most districts are using either manual spreadsheets or a Third-Party System to track HR information in addition to PeopleSoft	Type of information being tracked varies by districts. Most districts don't integrate the external information with PeopleSoft, which results in dual entry or the information not existing in PeopleSoft and difficulties in reporting from a single source
HCM	Lack of district notification when a change is made by another district to shared data (i.e. name change, address change, direct deposit update, etc.)	This causes other districts overwriting the data (e.g. Benefit record number, which may result in improper benefit eligibility and also downstream impact to Payroll, GL, etc.)
HCM	Frustration around not being able to perform end-to-end processes in a continuous or timely manner	<ul style="list-style-type: none"> •Inability to enter Job Data information because of payroll processing or SWB •Process delay resulting from need to wait for automated BenAdmin process

HCM	<p>Personnel Action Forms:</p> <p>This functionality does not always meet the need of the business</p>	<p>This is a complete custom functionality developed in PeopleSoft</p> <p>Some of the challenges faced by the districts are:</p> <ul style="list-style-type: none"> •Is especially challenging for an originator to find or view a submitted PAF •Lack of fields needed to sufficiently process PAFs results in extensive use of comments section •PAFs are often used for date tracking when districts have to manipulate dates on Job Data for accurate downstream processing •Available workflow options do not accommodate the type of routing districts require •Position PAFs do not encumber funds •Dual entry required for those PAFs that do not automatically commit PeopleSoft data •Inability to view or search for PAFs easily
HCM	<ul style="list-style-type: none"> •Proration - Late Hire, Mid-month termination or Job Change causes improper prorated salary •Should not prorate for some union Employees even if they join mid-month but should be paid for the whole month 	<ul style="list-style-type: none"> •PeopleSoft has the functionality to calculate proration and different proration rules can be setup in Pay Group •However, the way proration is calculated by delivered PeopleSoft functionality looks to be different from what is being needed per Education Codes •As delivered, there is no option to turn off the proration.
HCM	While confirming the payroll, users are locked out of the PeopleSoft system between 5:00pm and 10:00am	Users are not able to view Employee data and perform any transactions during this time
HCM	No process to view anticipated paychecks to confirm pay and deduction issues prior to first Paycalc	Paycalc has to be run to see the Paycheck data (this is the delivered functionality)
HCM	Some districts would like for adjustments to the GL to backflow to payroll, even though this is not a delivered function	PeopleSoft has the integration from Payroll to GL but not the other way around.
HCM	Retro pay - MCOP including Longevity is shown in separate lines. Retro report shows as REG (Combined). From Retirement perspective, they need to show the split (may be shown as additional pay)	Report can be modified to show multiple components of Payroll
HCM	Excel-to-CI for Retro does not include combo code - Combo code field is not available in Excel-to-CI. Once Retro earnings are loaded via Excel-to-CI, combo code needs to be manually updated in the pay line (Payline - additional data hyperlink where the combo code is updated)	<p>Excel-to-CI works based on how the component structure is. If the Component is modified to include combo code, then the Excel-to-CI can be updated to load the same.</p> <p>This will be a customization as it is in a separate component</p>
HCM	FICA status change on Job data - does not reflect the data in pay lines after Paycalc run	This appears to be timing issue
HCM	Payroll is run very early in the month which means new hires may have to wait over a month for their first paycheck if they aren't cleared before the input cutoff	This appears to be timing issue - the entire Payroll running sequence may need to be revised
HCM	Can't complete position changes until Paysheets are created; Paysheets aren't created until after Off-Cycle	This appears to be a timing issue. Position changes to be done before Paysheets are created and before the precalc. During SWB, don't want changes to Job Data after Paysheets created.
HCM	Frustration from bargaining units about the time Retro pay takes to be paid (2+ months after determination)	This appears to be a timing issue. Salary schedules update and mass Employee update 3 weeks prior to Paysheet for that month. For Retro, Excel-to-CI are due 3 weeks prior to first precalc (because retirement wants to audit first). Retro pay is done the following month.

HCM	Lack of pay rates for listing on paycheck and use in retirement-related calculations	Pay rate that is in PeopleSoft (calculated based on FTE) and what is needed for PERS/STRS (Calculated based on full time) is different and hence manual validation and converting needed to be done to enter the data for retirement.
HCM	Lack of understanding of what the custom monthly checkbox override does/doesn't do	Deduction override custom page for Benefits and General Deduction (i.e. deduct only for the Benefits selected) and override page on Job (for Pay - i.e. pay only for the months selected)
HCM	Ability to allow Employees to Key in Direct Deposit, W4	<ul style="list-style-type: none"> •Awareness among the users of this functionality is minimal
HCM	Voluntary Benefits (ex: The Hartford Vol Life) are captured as general deductions	<ul style="list-style-type: none"> •Rates are calculated manually because of this •Calculations for employee supplemental life is manually performed outside of the system
HCM	Cumbersome to manually override deductions (i.e. 7 lines for each employee within a 2-day timeframe)	<p>PeopleSoft has deduction classes and the schedule for these are applied are controlled by the deduction override page (custom page) for each benefit (to be analyzed in the system). This is the customization and works per the requirement.</p> <ul style="list-style-type: none"> ▶To prevent a deduction from being taken on a payroll, Payline adjustments need to be set on the payline to reflect \$0. ▶As per PeopleSoft delivered functionality, one of the required fields for the payline adjustments (under the One Time Deduction tab) is deduction class ▶So in designing the following custom Deduction Override pages, the district needs to set up a deduction override for each deduction class •Main reason to customize override pages for Wages, Earning and Deductions is because PeopleSoft delivered is set up for 12 pay and deductions. However, the school district salary employees are 10, 11 and 12 months' pay, and they have many deductions and additional pays that are only for 10 or 11 months.
HCM	Café Cash was configured as Additional Pay and is causing downstream issues	Café Cash is set up as additional pay in PS, which means it comes across as earnings. The district then offsets those earnings with pre-tax deductions. But since it's included in part of gross earnings it is causing issues for finance and inaccurate reporting. Is also causing issues with worker's comp because that looks at gross earnings as well. Cafe Cash isn't really their gross earning, it is just set up that way in PS.
HCM	When a retiree returns to work in a part-time position, benefits are often either thrown into suspense or calculated incorrectly	This is a known issue and SDCOE has requested Cherry Road technologies to develop a solution, but no solution has been proposed
HCM	<ul style="list-style-type: none"> •Inability for system to identify full-time benefit eligibility for employees working in multiple jobs (An employee who has multiple jobs that together qualify them for full-time benefits are only being identified/processed for part-time benefits) 	<ul style="list-style-type: none"> •The delivered functionality, which is used in the current SDCOE implementation, is based on the primary job. The system has delivered functionality to evaluate eligibility across multiple jobs and has been configured for some districts per their request. (FTE percentage - Amount of pay for one position compared to the whole)

	<ul style="list-style-type: none"> •Benefits not following primary position but rather seems to be following pay percentage (The amount of pay for one position compared to the whole. So, instead of benefits following the primary job, benefits are being split in proportion to a position pay percent) 	<ul style="list-style-type: none"> •Districts have been given training, queries and reminders to flag the employee's position that must be primary. Without the districts updating that information, benefits cannot be processed (e.g. An employee working in two positions - 0.2 FTE and 0.4 FTE - together 0.6 FTE, makes them benefits eligible, but they are not eligible individually) •When an employee works multiple positions in a district they would like the expense distribution to follow the primary position but as delivered it expenses against all positions paid against
HCM	Sick and vacation time is populated the first of the year instead of by accrual. Some districts chose this method because the system would not let them use negative vacation	<ul style="list-style-type: none"> •Sick Leave cannot go negative because of Education code •Vacation - It's the policy not to allow Negative •System allows to set up negative balance •Set Up HCM, Product Related, Base Benefits, Plan Attributes, Leave Plan Table
HCM	<ul style="list-style-type: none"> •On-demand open events for every job transaction - additional effort to delete events not required for Eligibility checking •On-Demand Event Maintenance not accurately picking up trigger events or is misidentifying them (i.e. MISC) •New Hire transactions are consistently picked up correctly •Requires manual use of ADM event 	OPEN ON-DEMAND EVENTS - Every time there is any activity on an employee record, an on-demand event is opened. Districts currently working on "voiding and processing" these 4,500+ events in the system. There is no manual of how to do this correctly as all of the events must be attacked in a different way. There will be thousands more when the teachers have short-work break and re-hire events this summer. Also, each new pay and the 7/1/annual pay update (whether or not there is one).
HCM	Limited use of ESS, mainly used for viewing the benefits summary	<ul style="list-style-type: none"> •Voluntary Benefits will not show up in the summary since it is configured as general deductions •Not used for Open Enrollment
HCM	Unable to upload benefit enrollment from VEBA or use ESS for benefit enrollments (New hire and open enrollment)	<p>Multiple ways of capturing data:</p> <ul style="list-style-type: none"> •Benefits Administrator enrolls at the TPA •Some districts allow the employees to enroll at TPA •Some districts use Paper enrollment •Some uploading open enrollment via Excel-to-CI
HCM	Retiree Benefits	<ul style="list-style-type: none"> •Seldom experience issues when the employee retires and does not return to work in any capacity •When a retiree returns to work in a part-time position, benefits are often either place in suspense or calculated incorrectly •Many districts set themselves up as the vendor recipient for retiree benefits. The district then issues a warrant for actual vendor payment •How districts administer Other Post-Employment Benefits (OPEB) varies and necessitates manual tracking outside of PeopleSoft •Retiree benefit enrollment requires multiple steps and the process is time consuming and cumbersome
HCM	Benefit program reading the incorrect hours/FTE and not processing correctly	Looks like they are referring to Ben Admin process and if the primary Job indicator is not set, Ben admin process won't be able to evaluate properly

HCM	Vendor Remittance doesn't include SSN so have to manually pull and send to vendors	To safeguard employee data, the San Diego County Office of Education (not the EBS team) had instituted a policy to refrain from sending full SSNs through the unsecure channels. It should be noted, however, that for certain major vendors (such as VEBA) an electronic vendor file with full SSNs is provided via secure means.
HCM	Some employee's benefits get termed because of a timing issue with remittance	In PeopleSoft, a question arose earlier about employee benefits being terminated from AFLAC. Research showed that AFLAC terminated employees in error, even though employees were listed as having paid the correct premium on the vendor remittance report and the AFLAC deposited all of those premiums. AFLAC also terminated the employees in error under the prior system Legacy. So, essentially this is a vendor issue, not a PeopleSoft system issue.
HCM	Remittance doesn't include adjustments separately - old system showed it as a separate adjustment line item	Vendor remittance report/interface summarizes the contributions/Deduction by Benefit plan and Employee. This is the delivered functionality
HCM	PeopleSoft currently allows more than one dependent for employee plus one coverage level - so can attach 6 dependents; this should not be allowed	<ul style="list-style-type: none"> •Set Up HCM > Product Related > Base Benefits > Plan Attributes > Health Coverage Codes > Health Coverage Codes •Total Covered Persons •Select to activate the total covered person types functionality for this coverage code •Total Minimum Covered and Total Maximum Covered <p>These fields are visible only when the Total Covered Persons check box is selected</p> <ul style="list-style-type: none"> •Enter the allowable minimum and maximum covered persons (include the employee in this count) •This was not an issue during implementation and UAT. IF there is any such issue, configuration needs to be reviewed for that district and fixed
HCM	Ability to choose the previous vendor after a benefit carrier change is made (previous carrier is no longer in the drop-down choices on the One Time Deduction tab on Payline)	The response appears to relate to a payline adjustment, since it's referencing the "One-Time Deduction" tab. If that is the case, the vendor in question is actually a benefit plan. The delivered functionality between Benefits/Payroll is to allow payline adjustments to benefits plan associated with an employee's current benefit program. If an employee's new benefit program does not include a prior benefit plan, then that plan will not be an option under the drop-down list
HCM	Short window to enter all of the timecards received from the sites	For Positive Time employees, after the Off-Cycle is completed users begin entering and approving time and exception time in the On-Cycle. All time must be entered and approved before the Confirm Payroll cutoff date/time
HCM	Hourly time and absence management data input are difficult to do for contracted employees (e.g. Transportation Dept.) on a daily basis	<ul style="list-style-type: none"> •Different ways districts are collecting timesheet data timeclock then manually enter or put into Rapid Time; third-party system with integration; third-party system without integration; all paper timesheets with manual entry; paper timesheets with Rapid Time Entry •Majority of districts are collecting timesheet data outside of PS
HCM	Having to Submit and then Approve; is redundant when the same person is performing both actions	Same person is keying in the timesheet data and then approving it

HCM	If time doesn't get paid and is put into ignore status - stays there forever and in some instance, employee is paid after few months	This is a recurring issue. They turn the OK to Pay off (rejected by payroll) and then run a custom process so that the status is set to Ignore so that it does not get picked. If this time entry removed from timesheet, we will not have this issue but for tracking purpose the data stays on the Timesheet and sometimes this issue occurs.
HCM	Ability to allow Employees to Key in their Time Sheet Data	<ul style="list-style-type: none"> •ESS is not enabled for districts •Some districts have shown interest in using ESS •some use rapid entry by admins or Managers
HCM	Not being able to approve prior to off-cycle processing seems to be cumbersome and limiting	For Positive Time employees, users can enter time and exception time for the On-Cycle from the start of the pay period, but they cannot approve it until after the Off-Cycle has confirmed. If it's approved before the Off-Cycle is finished that time will be paid in the Off-Cycle, NOT the On-Cycle
HCM	Certificated employees require creating a timesheet with negative pay (only for Sick differential) because can't do partial days	If a certificated teacher is on Sick leave and a substitute works for that duration, instead of docking the whole pay they will take the difference of subs pay and the Teachers pay. This is done in the Time sheet so that they can track it. Can be done in the Payline as well. This can be done in Absence (partial Days) but for those who don't use AM, this is the option.
HCM	No front-end validation for combo codes on timesheets	The Combination Code is only required on the Timesheet screen for Positive Time employees belonging to the Classified Daily, Classified Hourly, Certified Daily or Certified Hourly Workgroup, and assigned to the POSPAY Task group. The Combination Code is also required for Substitute Teachers assigned to the NN-SUB_TEA Task group, where NN is the organization number
HCM	Difficult to find which Time Reporting Code to use	While keying in appropriate day(s) the employee worked to enter hours, units worked, or an amount, Time Reporting Code (TRC) to be used per row on the timesheet
HCM	Users expect to see their future approved absences in the current balance	Forecast feature allows to see the future balances
HCM	Absence eligibility rules don't work properly	<ul style="list-style-type: none"> •Absence entry for future entries are not processed when you run the Absence Calculation •Eligibility rules configured in the system works as per the business requirement
HCM	Lack of confidence in accrual balance	<p>Districts use below methods for balances:</p> <ul style="list-style-type: none"> •Frontloading at beginning of fiscal year or via accrual •Sometimes the balance accrual is incorrect due to data error <p>System is configured to calculate accruals per the business needs and this seems to be working correctly</p>
HCM	Unable to accommodate unique district rules as necessitated by collective bargaining	Absence management module is configurable and business rules can be configured
HCM	Would require dual entry for teachers when requesting substitutes	Each district has their own Sub system. Teachers will record their absence in Substitute system and PS Absence. Only adjust balance upload can be done and hence they could not integrate/upload data from Substitute system. Uploading data from Sub system (e.g. Excel-to-CI) has not been successful

HCM	Inability for the system to allow keying in partial days	<p>Depending on the rules that you define, the system can automatically calculate the duration of an absence event or its end date when a user enters an absence request. Calculation occurs when the user clicks a button on the Request Absence page.</p> <p>The following factors can affect the calculation of an absence duration or end date:</p> <ul style="list-style-type: none"> •Partial-day absences - Users can indicate whether partial-day absences apply to the first day of the absence event, all days, the last day, or the first day and the last day
HCM	Some districts are still tracking absences manually as their source of truth	Those using other systems would like support converting to (using Absence Management) PeopleSoft
HCM	Ability to allow Employees to Key in their Data	<ul style="list-style-type: none"> •Employee self-service is in limited use by the districts that are using •HR support time to employees is greater than expected
HCM	Coding process (mainly for new hires) is timely and difficult to complete before payroll	<p>As a result of not having an automated enrollment process, districts and the RRU have to manually code employees with the appropriate membership information</p> <p>The timing issue can occur for a couple reasons:</p> <ul style="list-style-type: none"> •New Hire is hired too close to the first payroll calc and there is a rush for entry •Incredibly challenging to do retro adjustments so is imperative to get in before payroll •Delay in district submitting membership payroll so that RRU receives it too close to the first payroll calc
HCM	PERS/STRS systems serve as the systems of record and PS information does not match their information	<ul style="list-style-type: none"> •As a result of not having an automated enrollment process, districts and the RRU have to manually code employees with the appropriate membership information •Process to compare data between PERS/STRS and PS is a manual process and data might be wrong due to human error
HCM	District-level changes can be made that affect retirement-related payroll processing up until a day before payroll confirm	<ul style="list-style-type: none"> •Very difficult to catch before payroll is confirmed •Results in incorrect paychecks and if not caught, fines from PERS/STRS
HCM	No pay rates available for drilldown and certain special compensation unable to be isolated	Pay rate that is in PeopleSoft (calculated based on FTE) and what is needed for PERS/STRS (Calculated based on full time) is different and hence manual validation and conversion needed to be done to enter the data for retirement.
HCM	Interface to PERS/STRS	Doesn't identify or calculate subject wages accurately. This is when payline adjustments are made (Negative adjustment when refund needs to be done). ARS works correctly because it's a deduction but does not work for STRS/PERS. Interface Logic needs to be revised to look at the Earnings to identify the Contribution limit. ServiceNow ticket is there and is being worked on for 18 months (Issue #1085). No fix has been provided
HCM	Automated nightly eligibility process (to enroll new hires at the district into the appropriate PERS/STRS membership program) inaccurate so can't use	Automated enrollment process - STRS match file comparison exists but still manually comparing to make sure data is correct. PERS enrollment automated process do exist but the it does not meet the business requirement.
HCM	PERS 1000 Hours Tracking	<ul style="list-style-type: none"> •Could result in fines if not tracked incorrectly

		<ul style="list-style-type: none"> •Report developed that better tracks employees nearing 1000 hours
HCM	Retirement calculations for PEPRA Cap limit	<ul style="list-style-type: none"> •Doesn't account for earnings limit (Max/Cap for Contribution) •Adjustments to correct limit are only considered for the current fiscal year •Takes ~1 to 1.5 months to troubleshoot (multiple payroll runs to test) and fix issues and issue#1085 is still pending
HCM	Only one district has implemented this module and as such there are no major pain points	Implemented district believes that part of their success with the Recruiting module was due to their ability to be heavily involved in the design process and able to tailor the system to their needs
FSCM	The process of adding new position requests is lengthy and cumbersome.	Each position entered requires that benefits be added for each individual instead of adding related expenses in a mass process.
FSCM	Difficult to navigate through the required entry screens to enter the annual budget.	When entering the line item budget, object codes are not presented in a logical order.
FSCM	When new positions are created in Hyperion, then loaded to HCM, it is an extensive and cumbersome process to reconcile.	For new position requests/approvals, there is a disconnect between position IDs assigned in Hyperion to those in PeopleSoft HCM.
FSCM	During the budget creation process, the updated actuals are not current, causing extensive manual tracking offline.	Current year 'Actuals' are loaded to Hyperion at an early stage in the budget preparation process and the system is not periodically refreshed with subsequent actual spending; comparison of current year expenses to upcoming budget request are currently being maintained in Excel which is cumbersome.
FSCM	Inability to enter future budget projections (multi-year)	Hyperion has not been configured to allow users to enter anything other than the current year's budget request. Users are required to submit future year projection, which must be completed manually in a spreadsheet offline.
FSCM	Hyperion reports are not sufficient to review budget entries and manage status during the budget creation process.	Data must be extracted to Excel and manipulated in order to obtain a 'printed' version of the budget progress.
FSCM	There isn't a formatted report that clearly shows the current budget-to-actual status.	Preparing a 'Budget to Actual' report requires the download of data via query, with follow-up manipulation of the data in Excel.
FSCM	Pages time out when trying to drill down to budget details.	Budget review page in PeopleSoft requires extensive drill-down steps to obtain line item details, and the system often freezes during page refresh.
FSCM	Transaction that requires budget checking make often the session unresponsive for 10 or more minutes, reducing staff productivity.	The budget check process, which is used across multiple sub-modules, is a process that is noted universally by the user community to perform slowly reduce effectiveness entering in efficiently more transactions that users have planned.
FSCM	The amount of time it takes for journal entries to be processed is extensive and takes up a great deal of staff time.	The budget check step, when processing journal entries, can take up to 10 minutes to complete; users must wait for the process to complete before proceeding with work.
FSCM	File uploads for processing journals are complicated; errors on log file are difficult for users to decipher.	<ul style="list-style-type: none"> * Users get frustrated when trying to decipher the root cause of the error when a journal upload fails * To troubleshoot the error(s), users try to research the error log file, which produces a repeating error message for every line, even though the error occurred on only one or multiple lines

FSCM	There are too many steps to process each journal entry.	Journal Entries postings are processed individually instead of in batch on a scheduled basis. Users manually run the Edit/Budget Check/Post processes for each journal; they are unwilling to process journals in batch form because an excessive number of transactions error due to CF issues, resulting in manual intervention, corrections, and re-running the individual journal process anyway.
FSCM	Insufficient reporting to effectively analyze data; extensive offline data manipulation is required.	* Users rely on Query Manager to extract data, download that data to Excel, then manipulate and format it extensively to obtain an understandable report.
FSCM	Financial statements and other financial reporting require extensive offline data manipulation and formatting.	nVision, an embedded Financials reporting tool, has not been rolled out to Financials users. Though a project to undertake this rollout has already been identified by the SDCOE.
FSCM	ChartFields (CF) have no consistent maintenance or backups.	Errors that occur throughout journal entries and other system entries are a result of CFs that have not been created yet, CFs that have been inactivated, or CF Combo Edits that are inaccurate or conflicting with other edits.
FSCM	Deactivation of a CF value does not eliminate that value from searches until the following day.	Users are entering the current date as the effective date and the system does not process the update immediately. The deactivated value still shows up in dropdown lists.
FSCM	Payroll accruals do not match the actual amount that gets paid out in July	County generated accruals tend to be wrong and never line up with correct amounts created at the district
FSCM	There is often a gap between the amount of the initial payroll distribution that impacts budget encumbrance and the final amount that impacts actuals.	There is a disconnect between HR/Payroll processing results data and Financials. An initial payroll distribution calculation is performed approximately 2 weeks prior to the month-end actuals payroll processing. The reported encumbrance (budget deduction) numbers often vary greatly from the initial calculation that affects budget balances to the final calculation that affects expenditure actuals, with no information to explain the differences.
FSCM	The payroll encumbrance changes are not defined for districts to trace the source of the changes.	* The payroll distribution process often posts transactions to one or more CFs that do not exist, or to invalid CF combinations, resulting in the transaction posting to a suspense account. * During the payroll distribution process, the HR staff (Retirement, Payroll, etc.) are often required to make adjustments, but these adjustments/charges are not provided to end-users.
FSCM	District staff must research payroll encumbrance/actuals issues and create journal entries to correct payroll distribution errors.	There is no synchronization of valid CF values and CF combinations between HCM and Financials. When payroll distribution is processed, there are often line items posting to a suspense account, with no explanation provided for the error that caused the transaction to go to suspense.
FSCM	Corrections and adjustments that are made in the Financials side are not duplicated in the HCM system, and vice-versa.	The transactions in the HCM system that post to a suspense account must be corrected with journal entries in the Financials system are never updated/corrected in the HCM system, leading to additional errors occurring and transactions continually being posted to a suspense account.
FSCM	Users can't modify information on a PO after it has been created (e.g. CFs, Supplier)	Users are unable to update/correct information on existing purchase orders without processing a change request i.e. CFs, Supplier details, PO description. After a PO has been processed, the system does not allow for field modification without a 'Change Order'.

FSCM	Slow system performance when doing a budget check on requisition, moving requisition to a PO, and cancelling/closing a PO.	The budget check step, when processing requisitions and purchase orders, can take up to 10 minutes to complete; users must wait for the process to complete before proceeding with work.
FSCM	Manual steps are often used outside of PeopleSoft to track amounts and dates of requisitions, PO's, and receipts.	To view the details of related requisitions, POs, and receipts, users must rely on queries to pull the data from separate transaction-associated tables, download the information, and create spreadsheets to align the information for the steps that occur throughout the buying/receiving process.
FSCM	Users are unable to view a complete list of POs that are outstanding.	Users often search for a listing with limited parameters, which results in the returned data rows exceeded the 300 limit that is delivered functionality in PeopleSoft.
FSCM	Vendor Categories are insufficient when doing a search for a bid, quote, etc.	The categories for vendors are at a very summary level of categorization. Users do not have the ability to search for Vendor(s) using multiple identifying categories, such as 'contractor', 'licensed contractor', 'roofing contractor', etc.; they would like to assign multiple categories to each vendor to provide a more dimensional search capability when trying to select the most appropriate vendor(s).
FSCM	Inability to change the defaulted payment terms that defaults in for vendors, and defaulted unit of measure for items.	The vendor that is entered has specific payment terms and users are unable to change the terms.
FSCM	Item categories are often not linked to the correct object code or Unit of Measure (UOM), which causes extra work for users when entering a requisition.	<p>* When entering a requisition, users enter the item and category, which populates a default value for the object code. However, the associated object code isn't always correct across all districts. Users must double check each line to make sure it's correct; they'd rather disconnect categories from object codes and manually enter the entire CF string.</p> <p>* When the UOM defaults in for an entered item, users cannot change the value (e.g. from 'case' to 'pkg'.) Occasionally this value is different on the vendor invoice than the value for the item in PeopleSoft.</p>
FSCM	Disconnect between Purchasing and AP modules i.e. AP department still needs to receive a physical copy of the PO from Purchasing team instead of being able to pull it directly from the system.	Security isn't given across both modules not allowing users to access information within PeopleSoft.
FSCM	e Procurement POs require extensive manual correcting entries at year-end.	When POs are entered using eProcurement, users are unable to enter the budget date or accountings date. POs that must be entered for a next fiscal year (for delivery/timing purposes) default to the current (old fiscal year) date. Users must go into the requisition in the new year and correct it to pick up the new current date (or they'd have to cancel the PO and issue a new one, which would cause issues for the vendor and in receiving goods.) The old fiscal year encumbrances must be cancelled manually.
FSCM	Users would like to have the ability to save a partially completed requisition without the requirement to enter the CF string, and come back to it later.	There are occasions when users might stop in the middle of entering a requisition and the system drops the information, which can be a majority of the work in entering the requisition. This can occur either when the system freezes, or when they need to stop working on the requisition due to lack of information.

FSCM	Matching process takes too many steps when the final invoicing is different from the purchase order amount.	During the matching process, if an invoice is outside the over/under limit of 10%, a change order must be processed.
FSCM	Processing a direct voucher is excessively time-consuming	Users find this process slow from an entry perspective.
FSCM	Unable to select multiple vouchers and mark them for pay cycle.	Users must manually open each voucher and check the 'Ready for Pay Cycle' option.
FSCM	Actual PO numbers cannot be synced with the PO numbers on warrants causing problems for reconciliation.	On warrants stubs, the field size for the PO number isn't long enough to hold all of the characters that are entered as the PO number when going through from PO to AP. The PO/AP system records the BU, then the PO number with several leading zeros; the PO number printed on warrants only picks up the beginning characters.
FSCM	Users cannot search in PeopleSoft and find out the status of a warrant/check that has been issued.	After warrant is issued, the external Treasury group manages all warrant clearing and bank statement balancing; the final warrant status is not sent back to SDCOE and aligned with warrants. District users need to get status from County Treasury reporting.
FSCM	Users have to search through all BUs in the system instead of having their sole BU default in on the Voucher screen.	Users are unable to see only their default BU in search windows; this change occurred after a PUM update removed the user preference.
FSCM	Warrants do not contain enough detail for users or vendors to efficiently manage the information	Additional details have been requested for warrants i.e. Invoice Number, Vendor details, ChartField string
FSCM	Pick-pack list does not notify users that there is a zero-balance available.	Users need additional information
FSCM	Difficult to track balances and determine replenishment needs.	* Districts can't determine the accurate count of items in warehouses causing an issue when they would need to purchase more * Sites tend to have to wait for the item to be back in stocked causing a significant delay
FSCM	Inability to view catalog price at the time of purchase; system provides only the most recently updated pricing.	When running a historical item activity query, users are unable to view the actual unit price of an item at the time it was purchased; the query picks up the most recent price of the item from the Item record.
FSCM	Delivery report does not show partial deliveries that have been received.	Sites are unable to determine what items have been delivered if the deliveries are split up
FSCM	Cumbersome process to inactivate inventory items.	End-users working with the system show a very tedious 5-step process to inactivate a stock item they no longer need and want removed from value list.
FSCM	Difficulties associating the accurate catalog identifier to the inventory item.	Districts have trouble identifying the correct catalog item to reorder because many values have been added that differ slightly by district.
FSCM	When a partial inventory is received and some of the lines are left at zero, they get eliminated from subsequent receipts.	Once a site receives an item on an order the systems cancels backorder of any remaining items.
FSCM	There is a time lag of approximately one hour between the time a new inventory item is entered and when it's available to add to select for purchase.	Districts have trouble viewing newly added items immediately after its created within the system; causing sites to have to wait till it is populated for them to purchase.
FSCM	Insufficient reports to analyze assets.	Districts lack of knowledge of possible reports; users export data from Query Manager and then manipulate it within Excel.
FSCM	Unable to efficiently review and search assets online.	Users unable to view additional asset details.
FSCM	There were issues converting data from legacy system; missing assets that should have been converted to PeopleSoft.	Lack of validation of existing data prior to conversion and loading them into PeopleSoft.

FSCM	Extensive process to move assets from Financials/AP into Asset Management and update asset with all other required information.	Disconnect between modules not allowing data to flow correctly.
FSCM	Partial receipt of assets blocks receipt of remaining items related to purchase.	Once district receives an asset from a PO, the pending assets are no longer available to be viewed.
FSCM	When adding new fields to a direct journal deposit, the fields don't update correctly.	When users are entering new line items values aren't validated against the system
FSCM	Users are unable to create invoices using a cash basis.	The State of California mandates that school districts operate on a cash basis (cash in hand). Inherently, creating an invoice creates a receivable (future payment). Users currently create an invoice using an application such as Microsoft Word.
FSCM	Users are limited to one line per invoice.	When billing for a facility rental, etc. the user has to combine all individual charges into one line and provide extensive detail, so the recipient can understand the bill.
FSCM	Billing was customized to NOT create a receivable.	This applies to only some districts; the districts that use AR for tracking deposits.
FSCM	Users should not be able to go back into an expense report to add or delete lines.	An expense report can't be modified after it is submitted and/or approved. Users sometimes have additional receipts that were missed, etc., and the expenses must be submitted.
FSCM	It is difficult to access the entire history from the travel advance through to the expense reimbursement.	Users are unable to see an accounting of the advance that was paid, the follow-up expenses, and the resulting difference (paid to the employee or reimbursed by the employee).
FSCM	Clearing an advance does not happen systematically when processing the reimbursement.	Employees are paid through AP but when advances are approved they are not automatically being cleared.

Appendix B – Glossary of Items

AM – Asset Management

AP - Accounts Payable

BU - Business Unit

CAB - Customer Advisory Board

CF - Chart Field

ERP - Enterprise Resource Planning

ESS - Employee Self Service

FSCM - Finance and Supply Chain Management

GAP - Grouped Activity Project

GL - General Ledger

HCM - Human Capital Management

MSS - Manager Self Service

NA Payroll – North American Payroll (PeopleSoft HCM has two different payroll modules, NA Payroll and Global Payroll)

O2C – Order to Cash

P2P - Procure to Pay

PAF- Personnel Action Forms

PEPRA - Public Employees' Pension Reform Act

PERS - Public Employee Retirement System

PMP – Project Management Professional

PS – PeopleSoft

PUM – PeopleSoft Update Manager

R2R – Record to Report

SDCOE - San Diego County Office of Education

SLA – Service Level Agreement

SOD – Segregation of Duties

STRS - State Teachers Retirement System

TCO - Total Cost of Ownership

VPN - Virtual Private Network

Appendix C – Priority and Impact

Throughout this document all projects have been assigned a priority and for the various projects. Priority and Impact are affected by the GAPS found, the number of districts using a module, and how much effect the project will have on efficiency as well as new features provided. Below is how they are defined:

Definition for Priority:

Low: The functionality which is not required immediately, or which doesn't have any impact of basic functionality of application. Functionality currently in place easy allows for work arounds

Medium: The functionality which is relatively important but not as important as High and has impact on basic functionality of application. Work arounds inside or outside of the system are possible.

High: The functionality that has impact on creation on other functionality and/or impacts large number of districts. Workarounds are either not available or are costly.

Definition for Impact Criteria:

Low: There is a partial, non-critical loss of use or service with low impact on the business operations in aggregate across the county. Via workaround is typically available but is not ideal.

Medium: Functionality is impacted, or some process performance degradation is experienced. This is causing a medium impact to business, workarounds may exist but are costly in time or additional costs.

High: Major functionality is impacted, or significant process performance degradation occurs. This is causing a high impact on business operations; no reasonable workaround exists, or work arounds cause extensive dual entry or manual manipulation straining districts ability to keep up with work load.