ERP MODERNIZATION

ANALYSIS FINDINGS

Overview of Consulting Team

Rob Cardelli

- 29 years of education and government consulting experience
- Former executive from Accenture and Ernst & Young Consulting
- 300+ public sector customers
- Led Cloud Readiness assessment for North Dakota University System
- Led Cloud Readiness assessment and all procurement for State of Georgia
- Strategic Planning expertise | Program Management expertise | Change Management expertise
- Worked with over 100+ PeopleSoft clients

Brad Lord

- 25+ years of ERP implementations, upgrades and stabilization projects
- PeopleSoft Enterprise Architect
- Cloud Technology Architect
- Data Management Expertise
- Education and Government Expertise
- Multiple state government clients (Georgia and Maine)

Peak's ERP Experience

|		
Vendor agnostic	Experience with hundreds of PeopleSoft clients	Led 75 ERP selections in last 5 years
State Government Experience	Cloud ERP Expertise	Currently managing implementations for many cloud ERP platforms • Workday, Oracle Cloud, Ellucian, Jenzabar, Student First, Anthology

Recent Public Sector Expertise

Federal Reserve	Edgefield County, SC	Maricopa Community Colleges	Merrimack College
IRS	McCormick County, SC	Arizona State University	Olin School of Engineering
Department of Treasury	Marion County, SC	Iowa Centra Community College	Newman University
Department of Agriculture	Pickens County, SC	Harford Community College	NW Mississippi Comm College
Department of Forest Services	Newberry County, SC	Washington County Maryland	Texas Women's University
Department of Homeland Security	Oconee County, SC	Lancaster County, PA	South Texas College
North Dakota University System	Spartanburg County, SC	Weld County, CO	Pensacola State College
State of Florida (older)	Dorchester County, SC	Clemson University	PASCO Hernando State College
State of New Mexico (older)	Horry County, SC	University of South Carolina	College of Southern Idaho
State of New York (older)	Union County, SC	University of North Carolina	Meharry Medical College
State of South Carolina	Lexington County, SC	North Carolina State University	Quinsigamond Comm College
State of Tennessee (older)	Dillon County, SC	Greenville Technical College	Medical University of S. Carolina
State of Indiana (older)	Lee County, SC	Bucks Community College	University of Vermont
City of Atlanta	Anderson County, SC	City of St. Paul, MN	College of Lake County
Dekalb County Georgia	Richland County, SC	Pittsburgh Port Authority	St. Lawrence College
Forsyth County Georgia	Anderson County, SC	City or Orlando	City Universities of NY

Analysis Components

- Measures of Success, Strategic Goals
- Change Willingness & Readiness
- Operational Pain Points
- Opportunities for Improvement
- Current State Capabilities & Gaps
- IT Maturity & Value Position
- Peer/Competitor Analysis
- PeopleSoft Solution Alignment
- Software Selection Assistance
- Staffing Analysis
- Recommend Next Steps
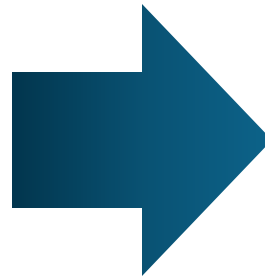
ERP Modernization Roadmap

Analysis Focus Areas
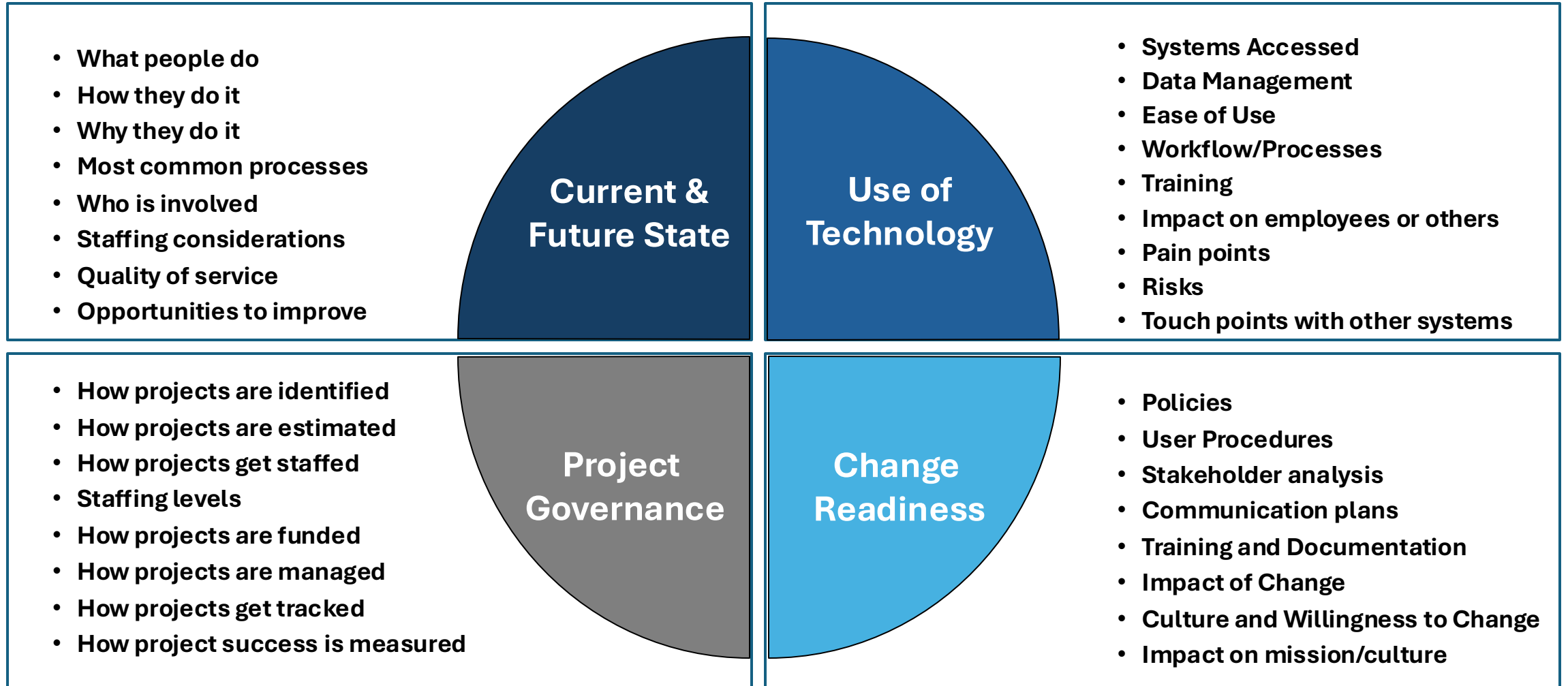
Finance and Accounting

- General Ledger
- Financial Reporting
- Core Accounting
- Accounts Payable and Purchasing
- Strategic Sourcing
- Grants Management
- Capital Projects
- Business Assets
- Travel and Expense Management
- Financial Planning/ Budgeting/ Forecasting

Human Capital Management

- Recruiting and Onboarding
- Performance Management
- Career Development & Succession Planning
- Learning Management
- Core HR Transactions
- Benefits, Leave Accrual
- Faculty Load and Compensation
- Payroll and Time and Attendance
- HR Reporting
- Employee and Manager Self Service

Example of Areas of Analysis

Current & Future State
- What people do
- How they do it
- Why they do it
- Most common processes
- Who is involved
- Staffing considerations
- Quality of service
- Opportunities to improve

Use of Technology
- Systems Accessed
- Data Management
- Ease of Use
- Workflow/Processes
- Training
- Impact on employees or others
- Pain points
- Risks
- Touch points with other systems

Project Governance
- How projects are identified
- How projects are estimated
- How projects get staffed
- Staffing levels
- How projects are funded
- How projects are managed
- How projects get tracked
- How project success is measured

Change Readiness
- Policies
- User Procedures
- Stakeholder analysis
- Communication plans
- Training and Documentation
- Impact of Change
- Culture and Willingness to Change
- Impact on mission/culture

What We Heard from Interviews

"My team and many in other departments will move mountains to help others"

"We are proud of what we have done with our PeopleSoft platform. We know from talking to other public sector users we are leaders. We also realize we have outgrown PeopleSoft"

"I'm not evolving with my career. The technology and operating model here is at least 10 years outdated"

"I rely on Excel for most things. I don't have a choice"

"We are very lucky our technical developers know so much. They know more than most of the business users"

"When our current technical developers leave, we will likely go off a cliff. Possibly for a little while. Possibly longer but we are definitely going off a cliff. They do so much for us I don't think even they know what all they do."

"We need to rethink our policies and procedures. We have outdated processes and many of our policies are inadequate for the challenges we face today"

"Every time someone new comes into our department they laugh because our technology and processes are so outdated compared to where they came from."

"We have a lot of technology we never implemented or possibly didn't implement all of. We need to agreed to why?"

"We are very siloed. It's not because we want to be. It's because our departments can't collaborate easily with our clunky technology and inadequate processes"

What We Heard (continued)

"Our technology is ugly. It's not user friendly and it doesn't look modern. New employees take too long to get up to speed because of how cumbersome our technology and processes are"

"We have too many competing priorities. Leadership needs to plan accordingly for any cloud project. The staffing levels won't allow us to keep the lights on, implement a new platform and work on dozens of other key initiatives at the same time.."

"When potential candidates see our recruiting process and compare us to modern corporations it's apparent, we are out of alignment with other types of organizations. Our recruiting system looks old and clunky."

"There is great mistrust of the HR data across many agencies. This hinders effective data driven decision making"

"We have so many issues with recruiting and talent management its unlikely we will see any relief until we move away from PeopleSoft"

"We get our work done despite PeopleSoft. It's our biggest hurdle. "

"We have a customer service issue. Everyone is short staffed and overworked and we can't do what needs to be done."

"OMB is grossly understaffed considering the demands placed on them."

"I'm not kidding- We've gotten efficient at doing things manually.

Summary of Current State ERP Ecosystem

Technology	People	Processes
Stable	Dedicated and Trusted	Fragmented
Fragmented	Skills Gaps	Not Efficient
Aging	Knowledgeable	Manual
Inefficient	Retirement Cliffs	Overly Complicated
Limited Workflow	Not enough in key areas	Not Intuitive
Reporting Limitations	Inefficient	Lack of Automation
Not intuitive	Reactive vs Proactive	Challenges managing compliance

Primary Observations

- The PeopleSoft HCM and Finance platforms are largely "current"

  - Underlying PeopleTools and associated PUM images are current
  - NDIT has an exceptional process to maintain these platforms to keep them current
  - NDIT follows an industry best practice model

- The PeopleSoft platform has a large number of customizations to the delivered code

  - HCM 4,320 | Finance 2,200 | ELM 706 | Technology 126

- Numerous other bolt on applications and modifications

- NDIT has an exceptionally well-run PeopleSoft development team. These resources are key to the stability of the existing platform, and several are approaching retirement

- NDIT staff are largely viewed in a positive light. There is evidence customers don't fully realize the roles, responsibilities and workload of NDIT staff

- Evidence many agencies and departments have exhausted PeopleSoft's capabilities

Primary Observations

- A common theme is a lack of up-to-date standard operating procedures with detailed step by step guides for new employees to perform their job duties utilizing the ERP technology

- Most interviewees struggle with manual work and the <u>desire to be data driven leaders</u>

- Many users are **<u>not</u>** getting data needed to get their jobs done

- Users require shadow systems (Excel) to validate, update, and manage data

  o There are challenges with the consistency of data and there is no single source of truth in many cases

- Many job functions are heavily manual and repetitive due to lack of system integration

- Senior tenure of many staff is a double-edged sword . It's possible, certain staff won't want to change systems, nor processes as they approach retirement

- Risk of a snowball effect of staff departures is significant. Several interviewees mentioned that if so and so leaves they are leaving and so on and so forth. Many teams are tight knit and feel if one leaves, several might follow suit
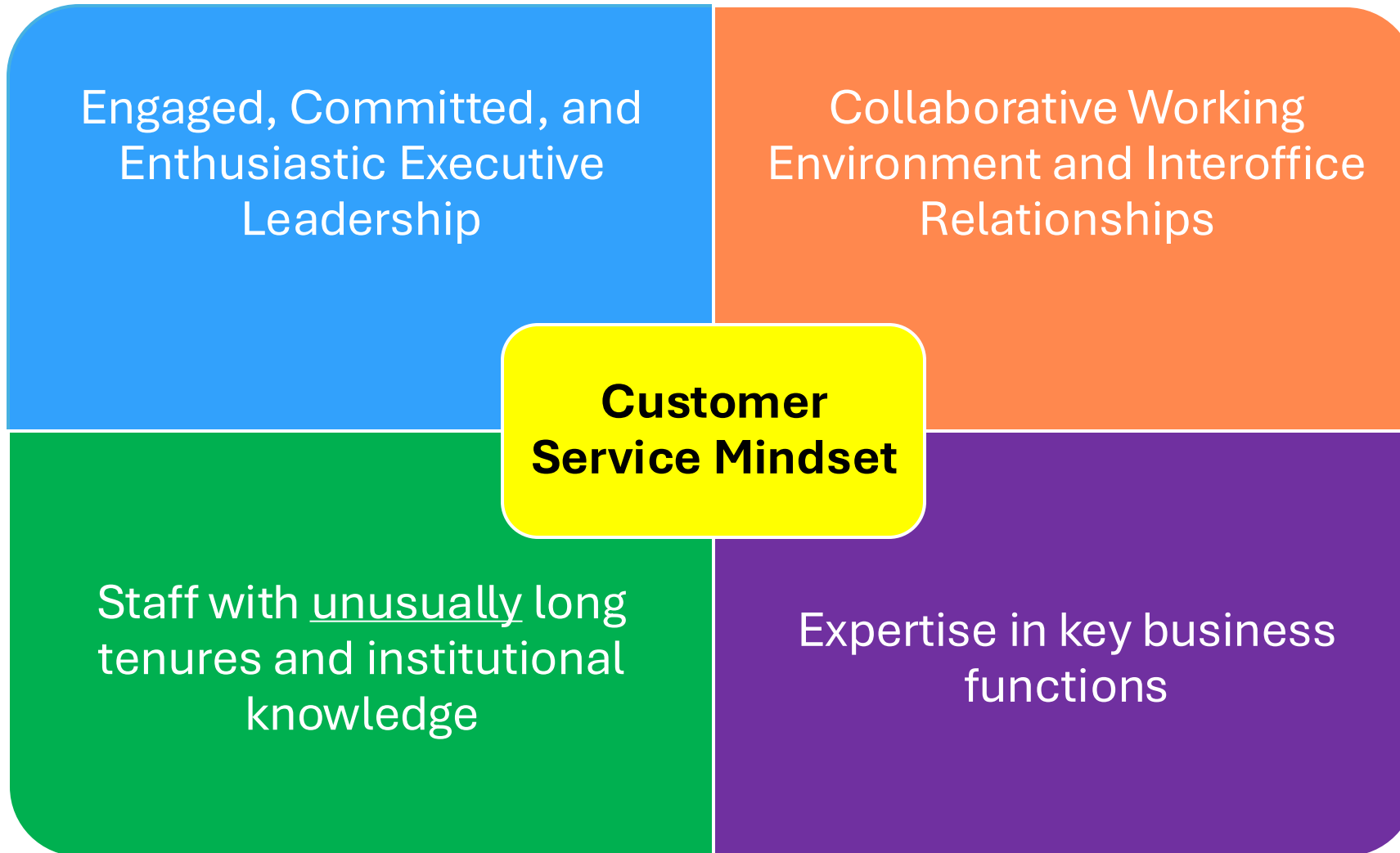
Primary Observations

- New hires in many areas are lacking the skill sets expected for the position including critical thinking skills and the ability to be "strategic"

- Most interviewees stated the systems are not user friendly and there are too many clicks

- Most interviewees believe the documentation is not as accurate as it could be, and this causes delays and issues with processing transactions

- Most users complained they can't get summary level data easily nor can they drill down to get details to make informed decisions easily

- Enterprise architecture and the fragmented nature of 3rd party systems not talking to each other was a common theme across agencies and departments

- Over complicated reporting due to multiple data sources. Employees focus on manual processes and chase data on a regular basis

- **Daily operations are successful because of dedicated, resourceful employees in spite of ERP shortfalls**

Primary Observations

Engaged, Committed, and Enthusiastic Executive Leadership

Collaborative Working Environment and Interoffice Relationships

I/T is seen as a trusted partner to the business community

Customer Service Mindset

These resources are retiring, and the new resources lack historical knowledge

Staff with <u>unusually</u> long tenures and institutional knowledge

Expertise in key business functions

NDIT PeopleSoft developers are world class

Strengths

🏆 Compared to peers, The State of North Dakota is an extraordinarily well-run PeopleSoft ecosystem with internal subject matter expertise in many key areas

🏆 ND has continued to deploy new features and functionality and has leveraged most of existing investment

🏆 The team does an excellent job keeping PeopleSoft current

🏆 Organization has leveraged most of the features and functionality in the PeopleSoft platform. There are certain missing elements but OMB and NDIT have done a good job leveraging assets

🏆 Compared to peers the staff have significant experience and tenure. This affords the opportunity to transform with intimate knowledge of the state's history, challenges, culture and opportunities to change

🏆 IT is a trusted partner for many areas of the organization. This is a rarity!

🏆 North Dakota appears to have a culture of change. Cloud modernization requires robust change, and a committed and strong leadership. Staff will follow effective and visible leaders

🏆 Current Peoplesoft platform is well managed. The technology is clunky, but staff have done and continue to maintain a largely stable platform

Top 10 Challenges

1. Fragmented Technology, Processes, Data, Reporting, Services, & User Experience

2. Current vendor's tools are complex to deploy and time consuming to maintain

3. Current architecture contributes to fragmentation. Modern cloud could reduce or eliminate many issues.

4. Current vendor's capabilities do not meet many agency requirements. Multiple 3rd party applications required. This is especially true with gaps in PeopleSoft HCM

5. Current Finance/Accounting/Procurement platform includes complex integrations with 3rd party applications. Evolving with existing tools is difficult.

6. Existing platform lacks the communication capabilities (alerts, notifications, texting, mobile) of modern cloud ERP platforms.

7. Reporting and analytics are difficult to obtain with the existing fragmented environment. Users rely on "shadow systems".

8. Current technology enables organization silos. Modern cloud architecture helps break down silos and supports data governance.

9. Current operating model is largely technical and makes it difficult to enable a culture of continuous process optimization.

10. Current environment and tools lack the agility leadership requires to remain competitive.
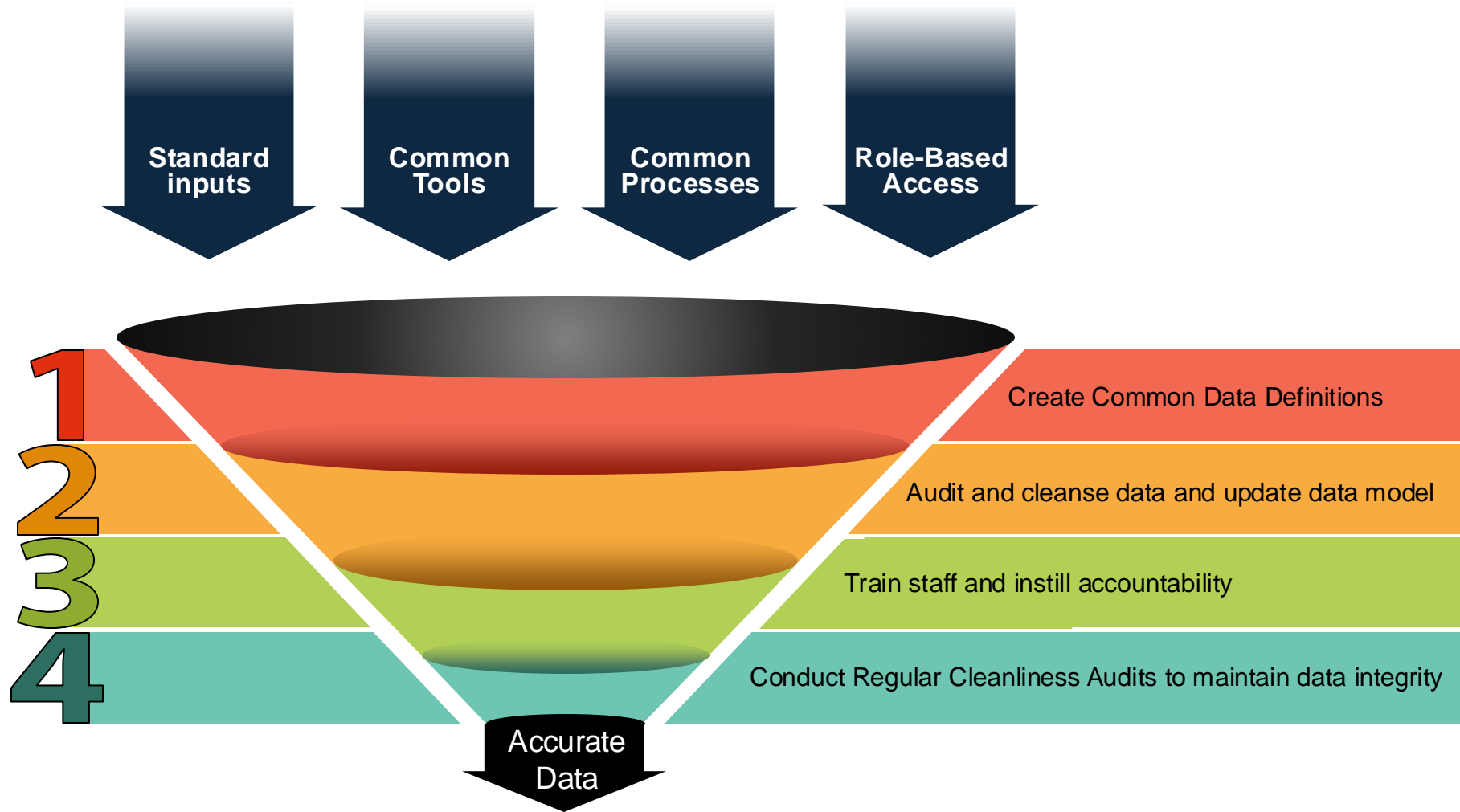
Summary of Challenges

- Agencies have lost a lot of institutional knowledge over the last several years. OMB is relied on too heavily given their staffing levels. The OMB team are having to train and support key personnel in the agencies more than expected.

- North Dakota has a fragmented technological ecosystem where agencies and departments struggle to perform basic job duties in a seamless manner.

- PeopleSoft HCM and Finance have been customized throughout the years to solve problems. These customizations complicate support and will need to be evaluated prior to moving to a new platform.

- Over the last several years key staff have retired.   There has been a significant knowledge drain which has directly led to many departments and users not being able to work strategically. They are tactical at best due to knowledge gaps and severe workloads.

- The state government has undergone significant growth in staff and expected services.   The complexity of today's operating environment exceeds the ability of existing technologies and associated processes to deliver modernized efficiencies.

Summary of Challenges (continued)

- The fragmented nature of the current technology and processes makes it hard to support disparate applications. This in turn makes it difficult to streamline business processes

- Different agencies use the technology different in many cases. This makes supporting it difficult.

- Over complicated reporting due to multiple data sources.

- PeopleSoft's current technical platform lacks the agility required to innovate in a timely manner to meet the changing expectations of the different agencies. The current enterprise architecture makes it difficult to align disparate systems and directly complicates data management.

- Level of customizations in finance are so high it takes at least two weeks just to reapply customizations

- NDIT has several resources at or near retirement.   Detailed analysis into what they do is required and a cross training or backfill plan implemented as quickly as feasible.

- **Based on current staffing levels and competing priorities, the staff that support the current ERP ecosystem will require targeted consulting assistance to proactively prepare for cloud**

Need For Simplified Data Governance

Standard inputs

Common Tools

Common Processes

Role-Based Access

1 — Create Common Data Definitions

2 — Audit and cleanse data and update data model

3 — Train staff and instill accountability

4 — Conduct Regular Cleanliness Audits to maintain data integrity

Accurate Data

Readiness to Begin Cloud Project

Readiness Factors to Transform

Governance	Processes	People	Platforms	Improvement Opportunities
• Structure	• Standardization	• Morale	• Enterprise architecture	• Time to value
• Strategic planning	• Adoption	• Skills/Training	• Integrations	• Collaboratively prioritized
• Decision making	• Efficiencies	• Collaboration	• Data management	• Grouped based on areas of impact
• Project management	• Inefficiencies	• Roles & responsibilities	• Security/Access management	• Required staff/consultants
• Change management	• Trained Staff	• Segregation of duties	• Software applications	• Impact on state or agency
• Culture	• Integration with technology	• Adherence to policies	• Usability	• Impact on employee
• Leadership	• Usability	• Tactical vs Strategic	• Acquisition	• Impact on culture/mission
• Skills	• Compliance and Accountability	• Willingness to change	• Support/Staffing	• Timing of procurement
• Collaboration	• Support model	• Comfort level with technology	• Funding	• Preparing for Cloud
• Outcome driven results	• Customer service			
• Tools				

Cloud Readiness – Risk Scorecard

❖ This model was created by the University System of Georgia – Peak has used variations of it for over a decade.

❖ Intended to identify key business areas, proactively analyze current state of the organization, and document where improvements are needed to help ensure transformation has a more realistic opportunity of being successful.

❖ Total potential risk score of 120 points.

❖ Higher Score = Higher Risks

❖ A score over 60 highlights the need to address specific areas in advance of transformative projects.

_____

State of North Dakota Initial Risk Score = 59

Readiness Scores

| Categories	1	2	3	4	5	Areas Analyzed
Technical Readiness	X					Relevant Tech Skills. Good skills. Respected by business. Know a lot about the functional side of the house and actually do quite a bit of support.
				X		Availability of staff. Staff are extraordinarily busy. Backfill is likely needed here.
	X					Staff's knowledge of the business.
			X			ERP Modernization Experience.
			X			Number of platforms that need modernized and eventually integrated. Note – this depends on what can be woven into a new platform.
	X					I/T role in the organization as a trusted advisor.
		X				Level of Complexity of known technical activities.
Functional Readiness		X				Functional Team Knowledge.
			X			Functional Documentation of Existing Systems.
	X					Focus on agency specific requirements and employee experience
		X				Level of Complexity of Functional Work.
				X		Availability of staff to work on a modernization project.
	X					Ability of future systems to meet functionality requirements of different systems/processes.

Readiness Scores

Lower Risk — Higher Risk

Categories	1	2	3	4	5	Areas Analyzed
Project Readiness		X				Internal Program Management Capabilities/Availability
			X			Internal change management resources and plan
				X		Volume/complexity of change required for success
			X			Ability to integrate this scope of work into existing projects
			X			Ongoing or new projects that could compete for resources
					X	Funding Support for Scope of Work
Cultural & Organizational Readiness		X				Willingness of organization to collaborate and change (sense of urgency)
			X			Client experience managing large/complex business transformation
		X				Leadership team's commitment to driving business transformation
			X			Ongoing business growth and likelihood of change
	X					Focus of organization on improvements and work/life/balance

Supporting Readiness Details

- One of the variables that helps determine the level of preparedness has to do with changes/updates needed for the foundation tables within PeopleSoft.   Client has already started or in many cases, completed analysis and modernization of critical tables and data elements. This work takes several months to complete, and it's largely been completed.   This is a positive sign the organization could move more rapidly into a cloud ERP procurement.   The business users should be commended.

  - Market analysis of compensation models and structure

  - Job Code cleansing and consolidation

  - Aligning new salary with compensation bands. ND has implemented best practice Broad Band model

  - Ongoing analysis and cleansing of action/reason codes

  - Ongoing analysis and cleansing of earning codes

  - Recent analysis and cleansing of deduction codes

  - The Chart of Accounts will not require a complete overhaul. Just modernization and expansion for better reporting

  - Year end close process while complicated and time consuming is well thought-out. Tools can only enhance this process

  - Currently modernizing strategic sourcing/e-Procurement processes. These could be enhanced by modern technology
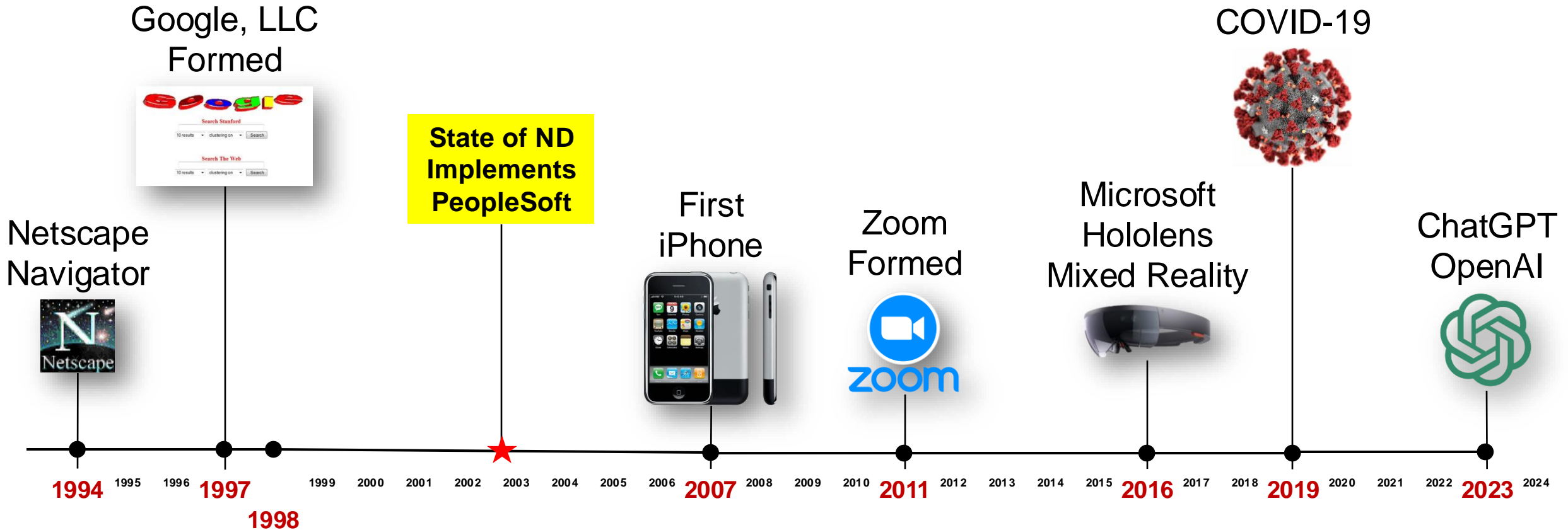
Primary Risks To Address During Planning
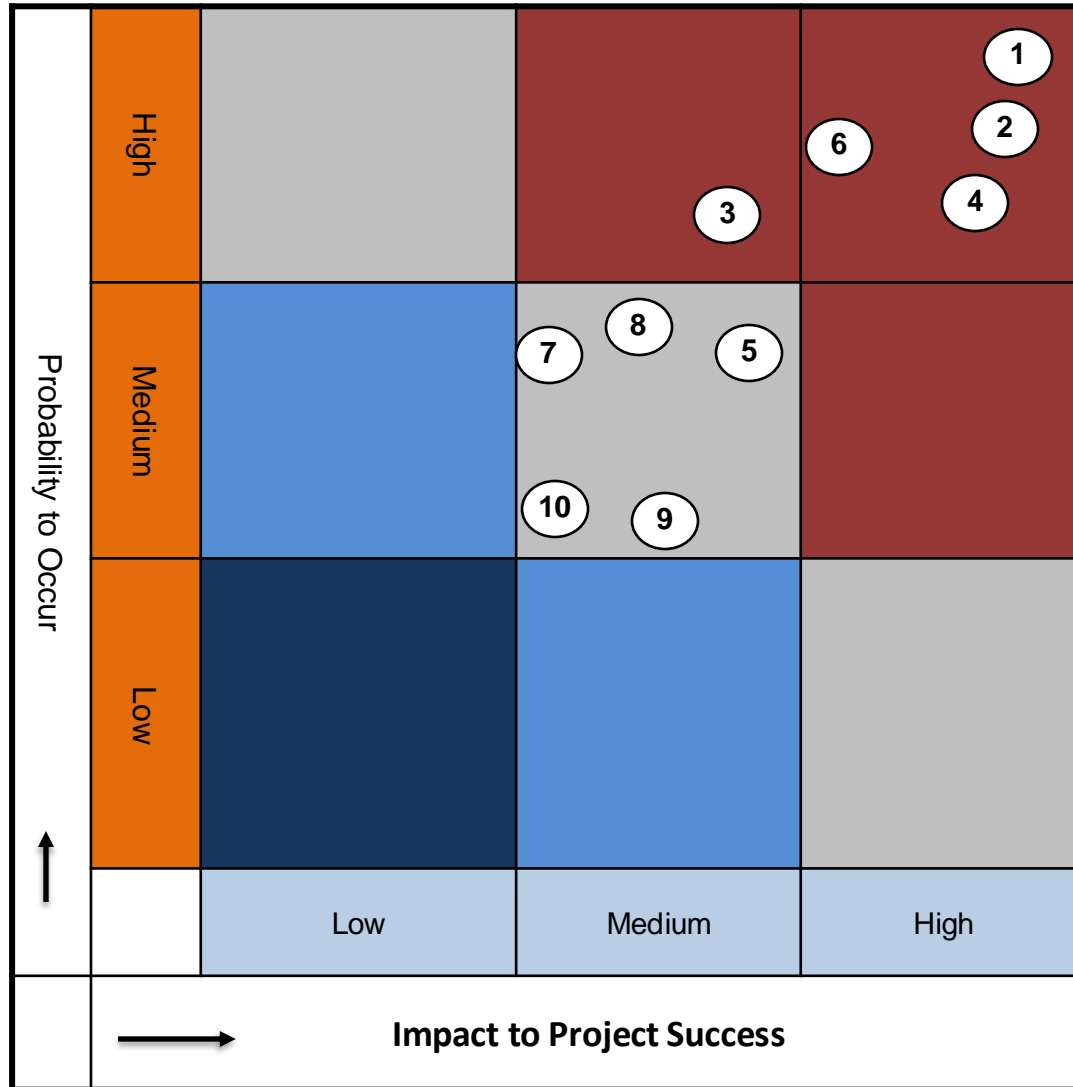
#	Probability	Description	Impact
		Project Risks	
1	High	Availability of staff to work on project	High
2	High	Complexity of Process Analysis/Standardization	High
3	Medium	Data Governance (fragmented data today)	High
4	High	Different requirements across different agencies	High
5	High	Elimination of customized features	Medium
6	High	Retirement Cliff (i.e., PS Developers)	High
7	Medium	Project Timeline/Budget	Medium
8	Medium	Unwillingness to change to leverage new technology	Medium
9	Medium	College and State Unknown Future Model	Medium
10	Medium	Competing Projects	Medium

Business Case for Modernization

Technology Evolution

Google, LLC Formed

State of ND Implements PeopleSoft

COVID-19

Netscape Navigator

First iPhone

Zoom Formed

Microsoft Hololens Mixed Reality

ChatGPT OpenAI

1994 1995 1996 **1997** 1999 2000 2001 2002 2003 2004 2005 2006 **2007** 2008 2009 2010 **2011** 2012 2013 2014 2015 **2016** 2017 2018 **2019** 2020 2021 2022 **2023** 2024

1998

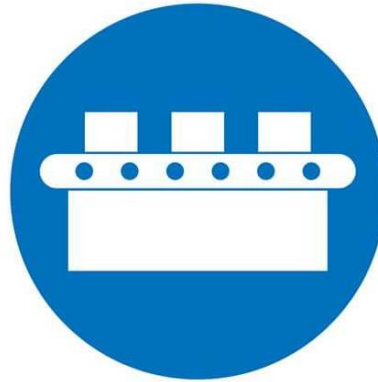# Agility to Align With 4ᵗʰ Industrial Revolution
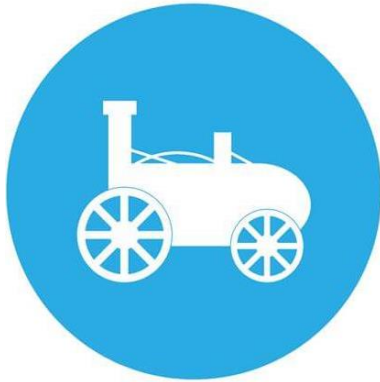
1st revolution — Mechanization, steam and water power — 1784
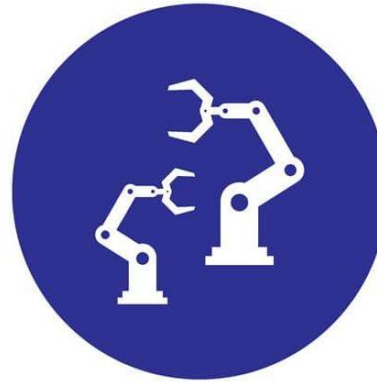
2nd revolution — Mass production and electricity — 1870

3rd revolution — Electronic and IT systems, automation — 1969

4th revolution — Cyber physical systems — TODAY

Industry 4.0: Preparing for Workforce of Tomorrow

Generation Alpha- Born 2010-2025

- Expect interconnectivity, automation, machine learning, real-time data

- Compared with older **generations**, millennials and alphas are more likely to look for career development (by 17 percentage points) and more likely to seek remote work (by eight percentage points) and greater work-life balance and better wellbeing (by seven percentage points).   These are compared to Generation Z and Baby Boomers.   These trends are critical to ensure your technology and processes support this kind of model

- Workforce and government must align with colleges and universities to "grow" the right type of talent

KEY ATTRIBUTES OF MILLENIALS AND GENERATION ALPHA
Expect mobile connectivity.   Businesses must meet the employee where they live. On mobile.
Expect to leverage data in everything they do.   These generations will have access to virtually unlimited data.
Expect simple to use technology and business processes-   Think Amazon or Apple Pay!!
Will expect to work remotely a large portion of their careers.   Technology, business processes and culture must be aligned
Limited loyalty compared to past generations.   You must demonstrate you want these employees. Otherwise, they will leave

Business Case for ERP Modernization

- The State of North Dakota has grown significantly since the original implementation in 2003 and 2004. The number of employees across all state agencies have increased. Complexities have increased. The labor market has changed dramatically. Talent management, career development and succession planning tools are critical to the success of a modern organization. Agility is necessary to enable transformation.

- Underlying enterprise architecture is inferior to some (not all) of other available platforms

- Talent management requirements for many agencies exceed what current tools can provide

- Current platform is fragmented with multiple third-party tools. Modern ERP platforms could simplify processes and data reporting significantly and help align the HR and Finance departments for state-wide and cross agency efficiencies

- A modern platform with a properly aligned data model could enable users to make data driven decisions

- PeopleSoft workflow/automation tools are weak compared to other tools in the market

- The large number of customizations makes it more difficult to fully leverage other features in the platform

Business Case for ERP Modernization

- The number of resources in the marketplace with PeopleSoft skill sets is rapidly declining. Consultants have migrated to other modern tools. Costs of labor are increasing and there is already a shortage of qualified experts. This will continue and accelerate in the next couple of years as large vendors hire these resources for backfill or conversion projects

- The NDUS is already in the planning phase for a cloud modernization project. The State Government is better prepared than NDUS. Going first could give the State more leverage in the future design

- The existing PeopleSoft platform will go out of support in the early 2030's

  o The State's R1 institutions will likely be moving first given their business challenges and a critical need to solve operational problems

  o Less than 10% of PeopleSoft customers have migrated to cloud

  o The wave will begin to build in 2025, and implementation firms estimate costs can be 50% higher for services in 5 years. Waiting will cost you

  o The State should consider you want at least a 2-year buffer from end of support. You still have about 2 years before you would buy anything. It will take at least 3 years to fully migrate to cloud so starting a procurement in 2025 is warranted with the implementation activities timed to begin sometime in 2026
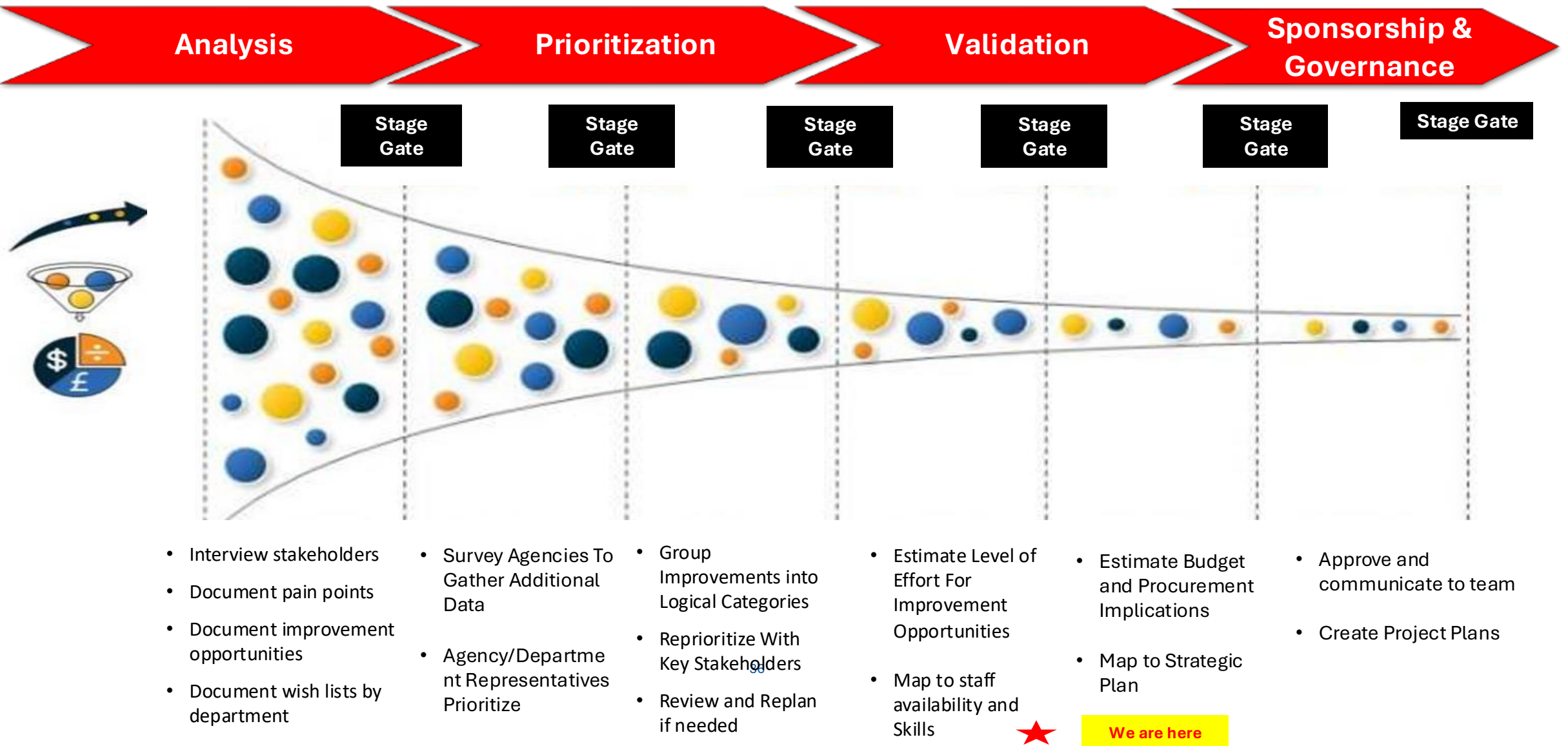
Modernization Considerations

- *The State is a good candidate for accelerating the path to cloud. Waiting too long could lead to negatives on the staffing model. Key resources are approaching retirement. If they leave before this ERP modernization project is complete it will require additional bodies to fill their voids.*

- Much like the staffing situation with NDUS, there is ample evidence that the State **can not** start moving to cloud until a well thought-out and fully funded backfill strategy is in place. Not planned but in place

- It will be almost impossible to backfill many of the NDIT and OMB staff fully. They wear too many hats and are too important to pull away from all of their duties. Careful analysis of what CAN and SHOULD be taken off their place is the key to the backfill strategy

- There are star resources out in some of the agencies and departments that should be brought on to the cloud modernization project.   Backfilling them will be tricky but it should be considered

- Analysis of retirees with specific skill sets is required and where possible, they should be given contracts to step in and help with the support of the production environments while full time staff focus on the new cloud implementation

- If the State and NDUS decide to move in the same direction the organizations should synchronize their cloud readiness activities along with procurement steps

Recommended Next Steps

Questions That Require Answers

- How many employees are approaching retirement and what is the plan to analyze the impact of losing that institutional knowledge?

- What can be done to ensure the agencies with unique requirements and processes are addressed? When will separate 3rd party products be allowed?

- Role of the State versus NDUS. Remain tied to a single platform or share license costs but have separate cloud environments?

- How would ND pay for ERP modernization?

- Should we explore more shared services across agencies?

- Are we better off doing the ERP modernization project WHILE we still have the subject matter expertise OR should we wait until they retire and start fresh with new staff? *Best practice is to hire the new staff and let them grow into the new roles WHILE the expertise is still employed at NDUS.*

- When to start a cloud modernization project? Clients should plan for at least 2 years of buffer from the noted Oracle end of life date for PeopleSoft.

Cloud Readiness Strategic Planning Process

Analysis	Prioritization	Validation	Sponsorship & Governance

Stage Gate **Stage Gate** **Stage Gate** **Stage Gate** **Stage Gate** **Stage Gate**

- Interview stakeholders
- Document pain points
- Document improvement opportunities
- Document wish lists by department

- Survey Agencies To Gather Additional Data
- Agency/Department Representatives Prioritize

- Group Improvements into Logical Categories
- Reprioritize With Key Stakeholders
- Review and Replan if needed

- Estimate Level of Effort For Improvement Opportunities
- Map to staff availability and Skills ★ **We are here**

- Estimate Budget and Procurement Implications
- Map to Strategic Plan

- Approve and communicate to team
- Create Project Plans

User Built Plan

- This roadmap is being built by a diverse group of functional and technical representatives across key agencies

- Roadmap will be aligned with all strategic plans (Agency and Department)

- Started with over hundreds of improvement opportunities based on data gathered. It's being grouped based on different variables:
  - Number of agencies and/or users the improvement positively impacts
  - Time and level of effort needed to implement improvement
  - Analysis to determine if implementing improvement is worth effort knowing a new ERP is coming
  - If improvement could be implemented internally or required consulting assistance (i.e., dollars)

- Work broken out into categories:
  - Stabilization activities (4-6 months)
  - Process Improvements That Will Benefit Short Term and Longer Term (6 – 18 months)
  - Cloud Readiness Tasks will be taking place in parallel will impact the future implementation but likely have little value in the short term
  - All work integrated into NDIT and OMB Support staff's regular "day jobs"

Stabilization First

- The data gathered during this analysis identified several topics that need to be addressed to stabilize the current operating model. During the prioritization activities, staff will identify/confirm these topics, and a plan should be put in place to address the critical items (i.e., Training, Expanded Oracle Guided Learning…)

- Stabilization activities might require external consulting assistance. The analysis will map out what areas require attention and NDIT and OMB staff will identify the following:

  - Skills needed
  - Estimated number of hours
  - Estimated market rate for specific skills
  - How to pay for these services
  - When they are required
  - Expected tasks/deliverables expected of these resources
  - Plan to manage these activities

- NDUS identified several stabilization projects they needed to address. It's likely NDIT and NDUS could work collaboratively on some of these topics and share the costs.

Focus on Process and Data

- Many of the documented pain points and improvement requirements can be grouped into either a Process related category or a Data related category. It's likely, many of the short term and longer-term cloud preparation activities will need to focus on process and data

- Processes should be analyzed first. Data moves within the process. If you focus on the process first, it's much easier to address data issues.

- Examples of process work that will likely be included in the upcoming plan include:
  - Documentation of consistent and inconsistent processes across agencies
    - Analysis of why there is a variance and whether these can be further standardized

- Identify where workflow and automation could improve a process

- Document paper that's included in the process and put plans in place to digitize where applicable

- Identify where training on these processes is required/necessary

- Identify where expanded usage of Oracle Guided Learning could help support staff

High Level Product Analysis

- October HEUG conference in North Dakota will provide insights into the HCM and Finance platforms from Oracle and Workday

- Schedule webinars over next several months to analyze platforms in greater detail to identify potential gaps and help staff reimagine what cloud could mean for their agency

- Continue value analysis to identify future cost models and potential savings and expected efficiencies

- Document business requirements and prioritize

- Work with NDUS possibly to schedule joint software analysis activities

- Fit gap analysis to determine where existing customizations need to be accommodated in future ERP

Cloud Readiness Resource Requirements

- NDIT and OMB will require assistance to prepare the organization for a migration to a cloud ERP platform. Examples of the types of resources that are needed include:

  - Project management assistance
  - Assistance managing procurement activities:
    - Software procurement
    - Implementation partner procurement
    - Backfill vendor procurement
  - Organizational change management assistance
  - Data governance consulting to help prepare the data model for modernization
  - Functional subject matter experts
  - Business analysts
  - Technical development assistance

Might want to consider pulling NDIT technical developers from commoditized work to focus on ERP planning. Might want to consider a single high end PS Developer to take work off of staff's plate. Not sure if you would need two. Need to evaluate. The NDIT staff are rock stars and can add immense value elsewhere.

Cloud Readiness Resource Requirements

- ND has solid project management capabilities. Part time assistance to help create a plan and manage a portfolio of mini projects could be beneficial

  - 10 hours per week on average should be enough. Some weeks might require 15-20 but average 10 hours per week over an 18-month period.   This would not need to begin until early 2025 more than likely
    - Assume PM would also help with organizational change management activities

- ND would benefit from proactive data governance work.   This is a common cloud readiness activity and can be done slowly and methodically using industry experts on a part time basis:
  - Assume 15-20 hours per week for approximately 6-9 months to cover most of what's needed

- ND will need help preparing for vendor analysis much like NDUS requires.   Budgeting a part time resource (who could be the same as the PM resource above) is justified
  - Document business requirements by agency
  - Manage vendor reference discussions and detailed product analysis
  - Manage software vendor demonstrations when the time comes including scoring
  - If it's the same resource as the PM listed above simply add 5 -10 hours per week to that resource for consistent assistance

Cloud Readiness Resource Requirements

- ND will require a well-thought-out staffing/backfill plan before embarking on a cloud ERP modernization project. The existing staffing levels will make it very difficult to maintain current operations AND implement a new ERP properly

- NDUS plans on identifying a backfill vendor via public procurement to help augment current staffing levels

- NDUS and the State should collaborate during this procurement to achieve economies of scale with a single vendor

- This new vendor needs to be identified and key staff starting to engage NO LESS than 6 months before the start of any new ERP implementation

  - Assuming a software vendor is identified in summer of 2026
  - Assuming a formal procurement for an implementation partner with selection in fall of 2026
  - Assume procurement for backfill vendor starts March 2026 with contract in place before June 2026
  - Assume new implementation would likely begin in late 2026 to early 2027
  - (Peak will provide an RFP for State and NDUS to leverage that should provide 75-90% of what's needed)

Cloud Readiness Resource Requirements

Type of Resource	Estimated Hours	Estimated Rate	Estimated Costs
• Project Manager With Change Management Expertise. Assumes this resource will also help with vendor analysis. Assumed 90 weeks with 20 hours per week	1,800	$150	$270,000
• Data Governance Consulting Expertise • (Assumed 9 months and 20 hours per week (720 hours estimated)	720	$165	$118,800
• Reporting Lead to deploy Pivot Grids. Short term pain relief. Will help instill data governance and policies and processes that will be useful in future cloud • Assumed 9 months of effort creating and testing reports and training staff	720	$140	$100,800
• Agency Analysis (Assumed 65 agency meetings x 50 hours each) • Part time work to help align agencies and explore shared services	3,250	$150	$487,500
• Full time resource to lead training of new staff on policies, processes and technology utilization at different agencies. This is position-based training • 1 FTE at $125,000 per year for two years			$252,000
• PeopleSoft High End Technical Developer • Assumed full time at 40 hours/week for 90 weeks (worst case 140/hour)	3,600	$140	$504,000
• HCM Functional Process Mapping Expert • Assumed 20 hours per week and assumed 6 months	500	$165	$82,500
• Finance Functional Process Mapping Expert • Assumed 20 hours per week and assumed 6 months	500	$165	$82,500
• HCM Business Analyst • Help with documentation and process work. Help with data gathering tasks	4,000	$140	$560,000
• FSCM Business Analyst • Help with documentation and process work. Help with data gathering tasks	3,200	$140	$448,000
• Help Desk Modernization strategy, plan and staffing model • This will help free up key staff who currently focus significant effort on Tier 1 help desk triaging taking them away from more strategic work activities • Two FTE's with some working knowledge of PeopleSoft to supply Tier 1+ support. Two FTE's at $58k each for two years =(58*2)*2=$232k			$232,000
• Assistant Director of OMB to help lead tactical activities during modernization project • Hire early and let them work with the organization on readiness • Should help drive transformation later • Full time salaried role that should be budgeted now ($250k per year includes all benefits)			$450,000

• Contingency/Other (10%)
   o Staff attrition requiring contractors
   o Help such as HR transformation or Finance Transformation help from Gartner
   o Other??
			$358,810

			$3,946,910

Resource Expected Tasks/Deliverables

- **Project Manager**
  - Help create RFP for software vendor and manage procurement tasks
  - Help create RFP for system integrator and manage procurement tasks
  - Help create RFP for backfill vendor and manage procurement tasks
  - Work with State teams to map out staffing models
  - Work with leadership to map out competing projects and align staff to each project
  - Help create change management strategy including marketing and branding of cloud project
  - Help align State and NDUS teams and activities (if needed)
  - Mentor client team on how to manage a project
  - Help identify change champions within each agency
  - Possibly organizational change management training for key staff
  - Assumed part time assistance for total of 1,800 hours over two calendar years

Resource Expected Tasks/Deliverables

- **Data Governance Consulting Assistance**
  - Review of current data governance model
  - Review policies and legislation and document implications on cloud ERP implementation
  - Help document systems that feed and/or are fed by new cloud ERP platform
  - Analysis of data quality in all relevant areas (HR, Benefits, Payroll, GL, Procurement…)
  - Identify data stewards / owners in each area to insert into future project plan
  - Analysis of data terminology and proactive work on standardizing terminology (i.e., data dictionary)
    - Codes in drop downs
    - Usage of different dates
  - Analysis of any data lakes / warehouse capabilities or requirements
  - Proactive definition of reports each agency/department requires to insert into statement of work for services
  - Proactive analysis of data security model and document any new requirements
  - Assumed 720 hours over two calendar years. This might not all be needed and could be done internally

Resource Expected Tasks/Deliverables

- **Reporting Lead / PeopleSoft Developer**

  o Review current reporting needs

  o Leverage tools such as Pivot Grids to provide features/functionality and reporting that business users desire

  o Assist with configuration and deployment of Pivot Grids and Insight Dashboards

  o Assist with configuration and development of other reports that will benefit the business users

  o Train staff on how to properly utilize reporting tools

  o Help ensure policies and processes and data models are scalable for any new Cloud ERP reporting platform

  o Assuming part-time consulting from an expert spread over several months

  o Assumed worst-case of 720 hours

  o Used bill rate for known vendors with expert level PeopleSoft Reporting/Development resources $140/hour

  o Total = $100,800

Resource Expected Tasks/Deliverables

- **Agency Alignment Assistance**
  - Review of agency's operating models.   Work done in the past and unique operating requirements
  - Identify existing or future shared services that need to be considered
  - Document policies that vary between agencies and proactively attempt to standardize
  - Document processes that vary between agencies and proactively attempt to standardize
  - Document requirements that require an agency to have a unique data model or set of processes
  - Group agencies into "cohorts" of similar operating modes to use in future design activities
  - Identify/validate key subject matter experts in each agency for future staffing model
  - Potentially identify services/processes that could be outsourced
  - Analysis of service level agreements or expectations that agencies struggle with today
  - Analysis of future support model expectations or opportunities

Resource Expected Tasks/Deliverables

- **Full Time Training Coordinator/ Process Expert**
  - Recommend hiring new employee to help the State prepare for Cloud ERP project (could also be internal recruit but it might be a new position that needs funding)

  - This resource would reside within OMB

  - This resource will work with the agencies to define position-based training needs including what technology different positions require as part of their job assignments

  - This data will feed into training services that can be delivered to each agency when new employees are hired

  - This data and the associated processes will help prepare the organization for a future ERP deployment

  - This resource can help lead the analysis of agency processes and variances with the contractors and slowly assume ownership of this area

  - Assumed this resource will be senior and polished with excellent written and communication skills

  - Assumed salary of $90,000 per year with 40% benefit cost $90K or $126,000/year x 2 years ($252,000)

Resource Expected Tasks/Deliverables

- **PeopleSoft Technical Development**

  - Intended to free up experienced NDIT staff to assist functional business users

  - Help with stabilization efforts of HCM and Finance platforms

  - Help with upgrades and applying patches/fixes/tax updates

  - Assist with help desk support tickets and triage activities

  - Help analyze and document customizations to the HCM and Finance platforms

  - Budgeted for 3,600 hours of assistance over the next two years

Resource Expected Tasks/Deliverables

- **Business Process Mapping Assistance for HR and Finance Teams**
    - Help teams with stabilization activities around PeopleSoft HCM and Finance

    - Help with documentation of business requirements for upcoming procurements

    - Analysis of most common/critical business processes.   Identify improvement opportunities

    - Proactively identify opportunities to embed workflow or notifications in key business processes

    - Review of segregation of duties and work with agencies/departments to streamline operations in the short term where feasible

    - Assist with documentation of "shadow" systems such as Excel spreadsheets

    - Assist with documentation of reporting needs

    - Estimated 500 hours for an HCM consultant and 500 for a Finance. It's likely HCM will require more help.

Resource Expected Tasks/Deliverables

- **HCM and Finance Business Analysis**

    - Help key NDIT, OMB and other team members with commoditized activities such as:

        - Business process documentation

        - Creation of flow charts

        - Analysis of interface and reporting requirements

        - Documentation of business requirements (the Process Experts will lead this work)

        - Assisting with analysis of paper throughout the business processes and identification of where e-Forms with eSignature are required

        - Assist with documentation of key staff members segregation of duties and technology utilization

        - Assumed 7,200 hours of assistance from multiple business analysts

Resource Expected Tasks/Deliverables

- **Deputy Director**
  - Need for a senior resource to help drive ERP transformation on behalf of OMB

  - Need to hire this resource and let them have time to learn the current operating model

  - This resource will be responsible for the day-to-day oversight of a new ERP modernization project and drive tactical (and some strategic) decisions

  - This resource will also be involved with alignment of agencies and potentially NDUS data models

  - This resource will be empowered to drive policy and process changes across the state

  - This resource will be the owner of the ERP platform after go live and be responsible for continuous process optimization across all agencies

  - Assumed a new position in the org structure that needs new funding. Could hire from within if the right candidate exists

  - Assumed salary of $160k plus benefits ($225,000) x 2 years = $450,000

Resource Expected Tasks/Deliverables

- **Help Desk Resources**
  - Need two resources to free OMB staff up to work on the readiness project and eventually implementation

  - These are two functional/technical business analyst types to field incoming calls from agency personnel

  - These resources will need training if they are hired from outside the organization. Should consider hiring internal from agencies if possible so they have experience with the organizational structure

  - Assume these resources have low to mid level PeopleSoft skills

  - These resources are estimated to cost approximately $60,000 per year

  - Assumed two are needed for two years

  - $232,000

Recommended Peer Discussions

Organization	LEGACY ERP	CLOUD ERP
State of Georgia	PeopleSoft	Workday
State of Iowa	Home Grown	Workday
State of Oklahoma	PeopleSoft	Workday
State of Oregon	Home Grown	Workday
State Maine	PeopleSoft	Workday
State of Washington	Homegrown	Workday
State of Rhode Island	Home Grown	Workday
State of Massachusetts	PeopleSoft	Workday
State of North Carolina	N/A	Oracle Cloud Finance –Workday HCM
State of Idaho	Home Grown	Infor
State of Nevada	N/A	SAP
State of Missouri	N/A	Oracle Cloud
District of Columbia	PeopleSoft	Oracle Cloud
State of Vermont	PeopleSoft	Workday
State of Maryland	Homegrown	Workday HCM only

Critical Evaluation Variables

Risks of ERP Modernization

❖ Lift and shift versus true transformation

❖ Improper staffing leads to delays and cost overruns

❖ Lack of consistent executive sponsorship

❖ Inaccurate vendor selection/product match with requirements & culture

❖ Lack of focus on organizational change management

❖ Poorly structured project teams

❖ Unrealistic schedule

❖ Inaccurate and/or incomplete requirements definition

❖ Data integrity/conversion/validation

❖ Scope creep and poor change control

❖ Poorly executed user testing and validation of future platform

❖ Ineffective user documentation

❖ Poorly trained staff

❖ Big bang vs phased-cohort deployment

❖ Future state support model not well thought-out and not prepared for new cloud software

Readiness Assessment:

- People
- Processes
- Governance
- Technology

Prioritized Projects:

- Short term/stabilization
- Process Analysis
- Data Analysis
- Staffing Analysis
- Budget/Time to Value

Business Transformation Committee

Responsible for identifying transformation initiatives and leading the implementation and optimization of these efforts on behalf of their respective agency or department. Should likely include representatives from NDUS

Business Transformation:

- The Right Leadership
- The Right Strategy
- The Right Team
- The Right Sequence
- The Right Execution

Modern ERP Deployed

Realigned Support Teams

- Skills Gaps Addressed
- Realigned staff
- Trained staff
- Empowered staff
- Realistic workloads
- Outcome driven accountability
- Agency specific requirements and challenges addressed
- SLA's
- Standard Operating Procedures
- Operation built to handle continuous process automation

Roadmap To Modernization

Create individual project plans and run as an Integrated PROGRAM

Revamped Governance Model

- Project Management
- Change Management
- Data Governance
- Decision Making

Common Data Framework

- Create data team
- Common data definitions
- Foundation code cleanup
- Role based access
- Audit/cleansing of existing data
- Identify what data feeds and is fed by ERP

Standard & Simplified Business Processes

Create teams to standardize and streamline processes and align with the people and technology across the state

Standardize processes where possible and align those that are required to be unique with a common data model:

- HR, Benefits, Payroll, TL
- Accounting/Finance/Procurement
- Projects/Contracts/Grants
- Budgeting/Planning/Forecasting

Modern Cloud Technology Framework

- Modern Enterprise Architecture Framework
- Modern HCM and Finance
- Trusted Data
- Trusted Processes
- Personalized Process
- Workflow/Automation
- Tools standardized
- Workflow
- E-Forms
- Chat Bots/Automation
- Analytics

RFP For Software and Implementation Firm	Implement New Cloud ERP *Design/Configuration/Testing/Training*	Stabilization and Optimization

List of Projects or Requests From Interviewees

Finance Platform Pain Points and Roadmap Items

- Users commented that there is a large backlog of items for finance. A review of backlogged development is warranted, and a new prioritization conducted to include data from this study
- Several requests for PeopleSoft Query training. Beginners, Intermediate and Advanced might be warranted
- PeopleSoft security is clunky, overly technical and very complex. It directly hinders many user's productivity
- Bank verification automation will save significant time
- Challenges managing interdepartmental journal entries and charge backs
- Challenges with billing.   Agencies want e-Billing and credit card utilization and integration
- Customizations are not thoroughly documented. This needs to happen before the cloud ERP project
- Consider accounts receivable and billing process analysis and try to standardize across all agencies
- Review Century Code and what it says about OMB's charter and expected duties if agencies can't perform certain output
- Need a review of agencies capabilities. Agencies must take more ownership of technology and processes.
- Need a review of how agencies collaborate.   Need more agencies support each other.
- Need to identify the top 15-20 business processes in each area and engage all agencies to determine WHY they can't do a specific process in a consistent manner.
- Evaluate if more FLUID can be deployed. This will help with preparing staff for cloud if it's done effectively
- Consider an overview of PeopleSoft and what all is owned, what is deployed and what is NOT deployed. Many don't know this
- Business process documentation is not up to date in all areas
- Time spent on standard operating procedures will be valuable later
- Finance users have seen heavy turnover.   There appears to be a need for more business analysts and cross training
- Implementation of Ivalula should help alleviate pain in many areas. This was a smart move. Focus on this is needed.
- Those agencies that charge time to projects need to be grouped and analysis done on how to better train them or enhance processes

Finance Platform Pain Points and Roadmap Items

○ Identify where agencies are not utilizing the Purchase Order functionality the same. Determine why. Identify where deploying this can help in the short term.

○ Review the customized supplier portal and ensure it's properly documented for future ERP vendors to demonstrate their capabilities

○ Working group to analyze all agencies tracking of Assets.   Can more standardization take place?   Review of state policies and use of technology is needed.

○ Review of how bank reconciliation takes place. Can short term improvements be identified?

○ Examine if a mobile scanning device to help manage inventory is warranted. Several agencies utilize PS Inventory, and scanning tools will help immensely. Other agencies NOT using Inventory but rather utilizing Asset Management can use these tools. Future ERP platforms expect you to scan and load into their cloud finance platform

○ Training on how to leverage Pivot Grids and create basic dashboards will be appreciated.   Will any of the Insight Tools for Finance help? Do all the agencies know what Insights are? Do they need training?

○ Analysis of how 2- and 3-way matching takes place and identify opportunities to improve. This likely includes training.

○ Review of PeopleSoft T&E module.   Who needs it?   What are they doing today?

○ Review of agencies federal reporting requirements.   Where are they different and why?   This needs to be mapped out for later.

○ The different agencies have different budget processes. This over complicates transfers from one agency to the other.   What can be done to clean this up.

○ HHS has already adopted one of Oracle's cloud products. They are using Oracle's EPM-Budgeting & Cloud Services.   HHS Uses Oracle's EPM cloud product to perform budget forecast, scenarios, etc. throughout the biennium then use OMB's Sherpa system to create their upcoming budget requests.

Finance Platform Pain Points and Roadmap Items

- ND is one of the few clients using PeopleSoft Lease Management.   It integrates to AP, AR and AM and any new vendor selection will need to dive deeply into these business requirements.   There is a separate "bolt on" from another vendor called SpearMC that will also need to be evaluated that ties into the Receivables functionality
- Agencies are using PeopleSoft to specifically track GASB 87 requirements surrounding lease payments
- The state also has agencies that use this module to track software subscriptions and contract terms
- The Lease Management module has a lot of different screens and is generally seen as "clunky" and difficult to navigate.   Creating vouchers is difficult. It requires jumping in and out of PeopleSoft and interacting with Filenet and other manual processes
- There is little workflow or automation around the Lease functionality.
- Multiple agencies track vehicles from their "fleets" inside the Asset Management module.
- Multiple agencies desire tracking and attaching documents inside of the ERP
- The state should consider deploying PeopleSoft e-Settlements for a short term (next 3 years) solution. At least do a cost / benefit analysis to determine the value it could bring to agencies
- Agencies expressed interest in "web grants" capabilities.   Need to flush out these requirements and identify if PeopleSoft has these features
- Review of year end closing packages and reports. Identify if there are opportunities to improve in the short term
- Identify if agencies such as State Library can track federal funds within PeopleSoft.   This needs to be a requirement in any new ERP
- Requests for the ability to have a single dashboard to acknowledge receipt of a form and that shows where you have approved a process. Single dashboards were a common request.
- Identify whether there is value in creating any new dashboards within PeopleSoft in the short term
- Analysis of the ITD reviews process.   New laws require new tracking
- Can PeopleSoft allow you to generate the contract and automatically feed AP?   If so, please deliver training
- Review the AP process and how invoices are uploaded.   Are they uploaded into PS or into File Net. Why not PeopleSoft?

Finance Platform Pain Points and Roadmap Items

- Multiple questions about assigning a budget to a contract and doing budget check.
- Are there reports that can break out appropriated funds and track expenditures?
- Is there a way to link File Net to specific PeopleSoft pages to simplify usability
- Is there a report that shows your direct reports AND indirect reports? If so, please market this.
- Comments that the monthly budget reports are not always accurate.   What can be done to help improve the accuracy?
- Analyze how agencies receive and deposit checks.   Can this be streamlined?
- Survey question to all users of PeopleSoft to identify where there are duplication of data entry.   Many comments about having to enter data multiple times for the same data set
- Survey question to agencies asking what disparate data could be combined into a single data set (or view) to report off of
- Within grants there is a desire to set a budget amount and use projects and activity ID's to track spend. The users want an early report/ notification when they are 50% of the grant and 40 and 30 and 20 and 10% left for alerts.
- Find out more about what Oracle and NDIT said is the problem with trusted/accurate data.   Heard Oracle said it can't be fixed? (mineral services)
- Consider a terminology list for new employees.
- Review data retention policies across agencies. Are they consistent?
- Training across multiple agencies for those that require managing federal grants. Terminology. Processes. Reporting...
- Can agencies personalize / configure approval processes more flexibly?   What about delegating to others when needed?
- Review AP vendor file. What can be done to clean it up.   Can we simplify adding and managing vendors?
- Survey questions asking what can be done to improve the 1098t and/or 1096 process
- Can state centralize 1098 and 1099 processing and questions/answers?
- Easier way for users of PS to identify/validate project id codes.   This is an issue especially for those tracking grants and certifying grants

Finance Platform Pain Points and Roadmap Items

- Survey question requesting specific data fields that are not used consistently. Multiple comments that different users utilize different data fields. This creates inconsistent data. Examples of complicated terminology
- Specific analysis where automation could help improve the payroll process
- Review of payroll audits. Identify if new audits could be worth it for agencies who are requesting better auditing capabilities
- Identify who own reporting access. Multiple comments that OMB controls and holds HR/Payroll hostage on reporting and access to data
- Identify what can be done to simplify invoice submission process
- Confirm what future payrolls should be. Biweekly?
- Build a plan to deploy future payroll schedules
- Multiple requests for Cognos Reporting training (intro and intermediate) classes
- Review combo edits within PeopleSoft. Can we deliver training? Can this functionality be expanded?
- Desire to identify audits that catch BAD TYPING where possible. Edit checks?

- Identify challenges users have uploading documents into PS. AR/Billing specifically said this is an issue
- Can system deliver a notification when a vendor received payment
- Review of where agencies bill. Counties or other entities. Analyze the policy and identify improvement opportunities
- Review the process for identifying and tracking overpayments.
- Audit of how agencies use PeopleSoft and their usage of terminology. Many statements that different agencies use it differently.
- Agencies requested a dashboard to show vouchers paid. If it exists they need to see it
- Agencies would like the Tax ID for a vendor tied to a VENDOR NUMBER
- OMB offers training to key people at the agency. The key people at the agencies don't appear to be training others at the agency
- Create a plan to move more vendor payments to ACH. Agencies said there are too many manual checks still
- Show agencies how to tie a payment to a Purchase Order

Finance Platform Pain Points and Roadmap Items

- Review of PeopleSoft's encumbrance tracking capabilities. Are we using everything to its fullest extent?
- Survey question asking if agencies struggle tracking and managing encumbrances
- Survey question asking for top 5 types of training needed
- Review "vendor registry" and identify how to simplify management and reporting out of. Multiple comments about needing dup checking
- Agencies want a process that defaults payment to ACH with few exceptions allowed for checks
- Review which agencies use Speed Charts. Are they using them effectively? Any training needed?
- Can efficiencies be identified to better map speed charts to payroll
- Review agencies using Web Grants. Can they use PeopleSoft instead?
- Multiple agencies still track grants in Excel. Can they piggyback on Web Grants or PeopleSoft grants?
- Review agency codes used for cash management (and other purposes)- Can this be cleaned up. Can the Department and Project ID codes be somehow coded into the agency code?
- Review the "outstanding check request process" Where is it manual? Is there a way to sort or manage by groups such as individuals or businesses?
- Within Asset Management- can the Profile ID be searchable?
- Review of how agencies manage purchasing. Where can policies/processes be standardized?
- Training on PeopleSoft purchasing was requested. Position based training
- OGL for asset management training
- Review of how Expenses are tracked all the way through to payroll reimbursement
- Requests for reviewing how P Cards integrate with other PS Modules. Specifically, Account Codes. The names and descriptions are too vague and need better explanation
- Review of how expenses tied to a grant are tracked. Make sure training is standardized and staff are trained
- Comments that when a report is approved the approver can't see it anymore? (might need more info from T&E group meeting)

Finance Platform Pain Points and Roadmap Items

- Training on how to do a return to inventory process
- Identify if bread crumbs can be used around Inventory module. Example where someone needs to follow disposal of inventory process
- Review of the default values in the Inventory Module. Review of ITEM number and processes and defaulting
- Users that buy something over and over again . They want defaults when they order same stuff over.
- Identify who needs training on how to replenish inventory in PS
- Review of interagency processes. Examples where shipping between agencies is cumbersome or other processes
- Does a report that shows what items are on the shelf

HCM Platform Pain Points and Roadmap Items

- Working group to analyze different pay frequencies. The benefits. The negatives and a plan to move forward is needed
- A review of the chart of accounts is needed. The team should attempt to redesign it prior to a cloud ERP project
- A review of the vendor file to identify duplicates and cleanse the data is warranted. This doesn't appear to be a big effort.
- Review of how the state utilizes positions. A redesign if needed should take place and ensure alignment between finance and HR
- Review of all employees with multiple jobs. Audit their records and make adjustments if needed
- Need to audit how the agencies utilize location codes and try to standardize usage going forward
- Identify where "position sharing" is taking place. Determine if this will continue. Cleanse data if needed
- Review states active-duty personnel. Audit and cleanse their data if needed
- Review "resident workers" from the state hospitals and audit and cleanse data if needed
- Review of talent management process flows. It appears as though training can solve several issues. The technology issues likely can't be resolved with this current platform.
- Examine where shared services for recruiting and onboarding could exist across agencies. These duties are commoditized and can easily be centralized
- Explore resume parsing technology costs and feasibility.
- PeopleSoft Insight dashboards are well received. Many might need training on them and if possible, expand usage.
- Consider standardization of background check technology and processes. Certain agencies have unique requirements, but these are commoditized functions that could be centralized
- Review of onboarding processes across agencies. How could this be further standardized. Identify exactly why certain agencies require own model.
- Analysis into all out of state workers. What states are they in? Do you have standardized policies for hiring/managing these workers? Could this be centralized? The NDUS needs help in this area too.

HCM Platform Pain Points and Roadmap Items

- Identify opportunities to tighten up how PeopleSoft HR and Service Now integrate to improve the employee experience
- Desire for a better integration to State Benefits/PERS platform.   More single sign on?   Enter data in one and it flows to the other?
- Short term identify which agencies still have paper timesheets. Identify if they can leverage PeopleSoft TL.
- Document those agencies using Workforce Time and Attendance and ensure all business requirements are known for future procurement activities
- Working group to analyze how agencies manage leave and absence policies.   Where can/should this be standardized
- Review of years of service policy in accrual process.   Early analysis of cloud ERP to see if their platforms can accommodate years of service policy
- Thorough documentation of FMLA requirements. This can and should be brought into any new ERP platform.
- Have vendors demo their ability to handle multiple pay frequencies.   The desire for biweekly is strong.   Client needs a long runway to implement any changes to pay frequency. This might be better to try to migrate to a new pay frequency BEFORE any move to cloud. Testing will already be complicated enough for payroll.   Changing pay frequency at the same time is risky.
- Working group to review application security within PeopleSoft and identify improvements for the short term and longer term
- Consider charge back model on certain services OMB/NDIT perform.   Based on number of FTE at the agency??
- Analysis of how Oracle Guided Learning is being utilized.   Where can it be expanded?   What is needed to make this happen?
- Need to clean up duplicate profiles in the application including security model and permission lists
- Need to examine how to expand the usage of the Pathlock tool (??)

HCM Platform Pain Points and Roadmap Items

- Document how many pieces of paper exist in each specific business process and create plan to digitize
- Most of the issues with recruiting and onboarding will need to wait to be resolved in a modern talent management platform. Scheduling interviews, automated triggers and communiques, artificial intelligence tools and other desired features don't exist today
- Need to validate the job descriptions. These are outside PeopleSoft. In any new HCM platform they need to be inside the application
- Investigate HHS use of position codes. Why are they unique and can they be standardized. Their requirements must be documented
- Document all 3rd party forms in use. GT Forms, JOT forms, Adobe forms. Other? Can we standardize? Which agencies have no tool
- Focus on how Corrections uses time and labor. Where are the gaps? Does Corrections have issues with managing absences? Why
- Review of the transfer process is needed. What is causing the historical data to disappear? Security? This needs to be cleaned up
- Can the team use Service Now to better integrate to PeopleSoft to help with the onboarding process?
- Workgroups to review the OFFBOARDING processes. Where can workflow and automation help? Are there policy issues?
- Multiple comments that when a PS Query runs it shows data different from the Dashboards that PeopleSoft/Insights might show
- Review of all dates that are utilized throughout PeopleSoft HCM and Finance. Provide a cheat sheet definition of each to make it more intuitive and cut down on keying errors
- Review of the payroll process. Identify where agency staff are doing things manual, and automation could be introduced
- Review of why the system shuts down and locks people out of PeopleSoft for so long during the payroll process. Can this be fixed?
- Review the sequence of payroll events. Can better documentation or training help?
- Assemble a team to design competencies and tie them to job codes
    - The competencies should be largely same across agencies, but certain agencies might need unique competencies as well

- Review of all policies. Are they standard across all agencies? Where do they rely on Century Code?
- Review alignment of LMS with onboarding and offboarding and see if additional features or workflow are warranted. Training?
- Is it possible to train NON EMPLOYEES inside the LMS. Vendors? Are there licensing restrictions?

HCM Platform Pain Points and Roadmap Items

- Within the LMS can workflow, notifications or nudges be deployed to prompt employee or manager to do something with training?
- Are there any gaps in the LMS when it comes to managing accessibility? If so, they need to be addressed
- Customizations to PeopleSoft limit the integration with the Jobvite product. Can these be addressed?
- Consider having a PeopleSoft payroll expert audit the process for short term solutions. Including inserting "edits" to minimize errors later
- Consider a mini project to track all employee licenses, certifications and anything with a date. This can be tracked in Profile Manager
- Examine how rehires are done and try to improve the process. Connecting how deductions/general deductions turn on and off is needed
- Review of how different agencies continue to use Personnel Files. What data is inside the paper file? What is not inside PeopleSoft. How to digitize to have a single digital employee record. This is desired.
- Each agency needs analysis and clarity on their record retention policy. This has to be embedded throughout the processes
- Dozens of comments about trying to improve the JDQ platform/processes in the short term
- Identify which agencies have scenarios where employees get paid out of multiple cost centers. How to track this? Staff need training.
- Identify agencies that bill time to other agencies and try to improve these processes
- Leadership should consider disallowing the use of multiple jobs. This is creating a manual nightmare due to technology issues
- Multiple comments about the desire for SS # being captured early in the hire process and used as common ID field elsewhere.
- Team to analyze what data is stored in other areas such as SharePoint. Why is it stored here? Can it be loaded into PeopleSoft?
- Review of Total Rewards Statement. Is the data accurate? How does comp time calculations effect this? What training is needed?
- Review of the use of Correction Mode. Could this training help simplify processes?
- Need a review of all public and private queries. Clean up old and redundant ones. Consider renaming to make more intuitive for users
- Review of employee policy towards entering their time in a timely manner. Need more automation if possible but also accountability.
- Issues with the integration of PERS for benefits and payroll leads to numerous adjustments each month. Deductions don't flow properly
- Need a review of segregation of duties between agencies and OMB when it comes to payroll

HCM Platform Pain Points and Roadmap Items

- Review of all agencies using PeopleSoft TL and integrating to Projects.   Can this be cleaned up.   Better training?
- Review of agencies usage of UTMI.   Is it consistent?   If not, why?   What is needed to improve.   Multiple issues stated about this.
- Multiple requests for OMB to help with standardized services around managing out of state workers hiring and compliance topics
- Multiple comments about reviewing the design/configuration of the unemployment taxes and worker's compensation elements in payroll
- Multiple comments about Payroll locking people out of the system.   Payroll closes before the end of the month.   The timing messes up payrolls and causes manual work arounds.   Is this a policy that can be addressed?
- Examine which agencies require more than one approver in the TL process.   Where needed, identify how to simplify this approval process
- Identify opportunities to streamline the offboarding process
- When an employee transfers the new agency can't see history.   The old agency can't see the employee data either.   History tracking is needed
- Identify geofencing requirements for each agency and see if needs can be met inside existing tech
- Most staff want a proactive analysis of succession plans for key resources
- Agencies want to track value of training for staff to the agency.   How does training support the goals of the agency.
- Want to load skills and competencies on all existing employees. Then ongoing new hires.   Agencies want to do a better job marketing new jobs across other agencies.   Need to make it easy for employee to get notified when a specific type of job opens up

- Multiple requests to do all benefit work inside PeopleSoft and THEN have it just send an automatic file to PERS. Nothing should get done in PERS if possible.
- Need to identify better ways to track ADA accommodation requests
- Want to track disciplinary actions against employee in PS so it can be factored into a performance review
- Review of terminology and processes around managing comp time
- Examine how to link your performance rating to a merit increase.   The technology and processes need to be examined and standardized

HCM Platform Pain Points and Roadmap Items

- Review where employes can donate or borrow leave. Policies, processes and technology
- Survey question about which data is stored outside PeopleSoft and what do they want inside PeopleSoft
- Examine integrations between Service Now and PeopleSoft- identify how to improve
- Coding across agencies need to be made more consistent
- Review of data consistency. Survey agencies for specific areas of inconsistent data
- Changing data related to an absence request AFTER it has already been approved by a supervisor
- Review training and OGL tools around making adjustments to a payroll before and after pay run
- Review of absence management policies. Review of processes. Focus on leave approval process.
- Review tracking of leave balances. What could be done to make this more real time?
- Identify how to automate notifying supervisors to approve time and absence data. Also examine expectations for these jobs and accountability issues and opportunities
- Why can you only go back one month to approve a past absence?
- Can the system have 2 levels of approval for absences? Can the system go around primary approver to secondary after x hours?
- Review of how comp time is managed. Policies. Processes. Reporting. Approvals
- Review types of leaves. Across agencies. Are they consistent? Can the be?
- Review OGL around leave management and comp time and other HR areas. Multiple users said they aren't using it fully. Others said there are issues with speed of OGL.
- Review transfer process and impact on leave. What can be done to improve

HCM Platform Pain Points and Roadmap Items

- Review how schedules are tracked and managed in PS. Are they consistent across agency? Is the system being used effectively?
- Review impact of a bi-weekly payroll on leave accrual, benefit calculations and how other balances are managed
- Review disposition codes for recruiting across all agencies. Can and should these be standardized
- Can an inventory of recruiting questions be loaded?
- Review entire onboarding process across agencies. Why does it need to differ? Try to standardize where possible before new Cloud ERP
- Why does OMB have to manage performance review templates? Why can't agencies make changes?
- Desire by many to have a review of agency security model . What improvements to access in the application and reporting can be done now?
- Review process to create a new job requisition. Is it the same across agencies? Why not? Where do agencies need training?
- Improve JDQ system and everything around it
- Systems/processes that don't update to the next day. The timing needs to be part of the training and all users need to understand the timing
- Review of the performance evaluation process. Agencies would like a model where it's 50-80% the same and then the agency can have unique variables specific to their agency. This provides the state wide data analytics required for a modern workforce but ensures agencies can personalize
- Review of salary model across agencies. Many agencies said certain other agencies pay more and poach the lesser paying agency staff
- Statewide training for new managers and experienced managers. Ongoing management training. How to manage people is an issue
- Review the user of contractors or non employees in the system.   Audit how agencies do this and identify issues that might exist
- Agencies require labor law help on recruiting, talent management, benefits and payroll for out of state employees
- Review job posting data fields and how they align with job class, job title and other information
- Need to review requirements around tracking licenses, visa data, certificates of employees. Is this tracked inside PS or out? If outside how to bring it inhouse

HCM Platform Pain Points and Roadmap Items

- Review how schedules are tracked and managed in PS. Are they consistent across agency? Is the system being used effectively?
- Review requirements surrounding tracking Job Service. Is there a way to have a feed into labor distribution where every hour is charged to a project. How to handle overtime is also cumbersome
- Is there a way to simplify entering and managing time for workers with 24x7 shifts
- When someone requests leave agencies would like the system to calculate comp time properly.
- Examine what happens to employees PERS records when an employee transfers.   Agencies said the benefits all drop and they have reenroll
- Analyze how years of service is calculated and leave is accrued.   Agencies stated this is largely manual.   Can automation be expanded?
  - It appears to be a training issue where resources don't know what dates to use for different calculations
- Agencies with "pager pay" where someone is on call needs to be examined. Is there a way to charge this to a project.
- Review terminology around payroll such as Reported Time and Payable time.   Agencies admitted support staff sometimes get these confused
- Agencies want warnings when an employee enters TOO many hours on timesheet
- Agencies would like to review how leave without pay and leave with pay is managed to seek out more automation and they need training
- Analyze what can be done when an employee is running out of leave balance and they enter too many hours in for leave and don't have them. Are there warning flags?   Can a workflow be created to have a manager approve? Agencies appear to need training in this area
- Analysis of employees entering time at the end of the month and when managers approve. When there are delays in the employee entering AND/OR the manager approving this creates manual work for staff
- Agencies would like to see if they can have a dashboard showing supervisor's staff and who has requested leave with a month view. They want a month visibility into who is requesting leave to help them with scheduling or approving OTHER requests for leave
- Is it possible to go into a timesheet and enter FUTURE time off without pay code? Or does a manager have to do this? Review the process
- Training and better documentation for managing workers with multiple jobs who also have different rates of pay for each job.

Other Topics

- Review of when onboarding varies between departments and specific positions. How to create custom workflows and notifications and training for these unique scenarios
- Analysis of unique processes and identification of improvement opportunities in the short term:
  - Contractors
  - Non vendors
  - Vendors
  - Higher Education resources
  - K-12 resources
  - Cities
  - Name change process
  - Employees who are also tied to another agency or entity (i.e. K12 or city?)
  - How does Identity Management work for all of these scenarios?
  - What training/documentation could be updated for these different scenarios
- Review policies around identity management and keeping accounts.
- Are there scenarios where someone creates their OWN account? What is the policy here?
- Review of scenarios where the same individual has multiple accounts. Why? What to do about them?
- Role of Service Now in onboarding process and offboarding process needs to be reviewed and streamlined if possible
- Review of when specific positions require background checks or special checks. Create unique processes.
- Review of how background check policies different between agencies. Can this be standardized?
- Identify what types of data employees might need BEFORE their actual hire date. How to get them access to systems/data BEFORE day 1
- Which agencies/positions require mandatory training BEFORE day 1? How to handle this more effectively?
- Review of email retention policy and processes (HB 15-28). Can we configure specific processes for specific action/reasons?
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Other Topics

- Review how agencies/departments manage charge backs to others for scenarios like equipment assignment.   Are signatures being captured when employees get equipment?
- Analysis of how to handle employees that NO SHOW for work.   What is the policy and the associated processes?   Especially when accounts have already been created.
- Do all agencies have the same multifactor authentication policy?   Can they?   Should they?
- Review of customizations to PeopleSoft is needed.   Why they were originally created.   Who approved.   What the customization does.   This data will be used during the cloud ERP project and updated documentation will save valuable time and money
- Need a review of the NDIT backlog of projects.   What to do with them? How does cloud readiness impact these already approved projects?
- Need a survey to agencies to document all shadow systems that FEED PeopleSoft or are FED BY PeopleSoft. This will save valuable time and money during the future phases of ERP modernization
- Could GT Forms be expanded to solve problems in the near term?
- Review of existing PeopleSoft Application Security Model.   Where do you have table sharing? Where SHOULD you have it?