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# Executive Oversight Committee

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**March 16, 2009**

The SC Enterprise Information System is a project of the SC Chief Information Office division of the SC Budget and Control Board.



# SCEIS Mission & Purpose



The South Carolina Enterprise Information System will ***standardize and streamline business processes*** within the government of South Carolina, using best business practices to ***achieve cost-effective and efficient delivery of services.***

Timely, accurate and complete information provided through SCEIS will empower decision makers, ***insuring transparency and improving the way government works*** for the citizens of South Carolina.



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# **Executive Oversight Committee Project Status**

**Chris Shuman, Program Director**

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# Work Stream Status



	Finance	Materials Management	Human Resources /Payroll	Technical	Deployment	Enterprise Change & Communications	Learning & Performance Management
Phase 3	G	G	G	Y	G	G	G
HR/PY Wave 1	G	G	G	G	G	G	G
Gap / Interface / Enhancement	Y	Y	Y	Y	Y	Y	Y
Book of Record	G	G	G	G	G	G	G
Reporting	G	G	G	G	G	G	G
SAP Portal	G	G	G	Y	Y	G	Y
Organizational Readiness	G	G	G	G	G	G	G
Training	G	G	G	G	G	G	Y
Shared Service Center	G	G	G	G	G	Y	Y
Production Support	G	G	G	G	G	G	G



## 🌀 FI-MM Phase 3 – Green

- **Moved from 3 system Landscape to a 5 system Landscape to better address Production Support during the SCEIS implementation phase**
- All teams updating BPML's and process flows as part of preparation for Realization Phase starting in April
- Conducted initial Master Data workshops with BCB, SCJD and DJJ

## 🌀 HR/Payroll – Green

- Realization phase has commenced and development objects have been identified
- **FDS Requirements in progress: Conversions 90%, Enhancements 60%, Interfaces 36%, Forms 38%, Reports 15%. Total FDS: 43%**

## 🌀 Gap/Interface/Enhancement Analysis - Yellow

- **Reviewing FI GAP results document**
- MM - Conducted 3 SRM workflow GAP workshops: DSS, ESC and VRD
- Prepared Summary of GAP workshop and submitted to the PMO's.

## 🌀 Book of Record – Green

- Continue the development of the functional specifications for the BOR
- Continue to bring production data into the Development System to test BOR process and resolve errors . BOR is on schedule for moving into the Quality Assurance System in April to start parallel testing.



## 🔄 Reporting - Green

- **Launched SCEIS Report Guide at User Group meeting. Guide now posted on the SCEIS website.**
- Business Objects has been installed in the Development landscape
- The reporting strategy will be redefined incorporating Business Objects

## 🔄 SAP Portal – Green/Yellow

- Procurement of a Technical solution linking portal with CITRIX has been procured
- **Training will be required for the 30 Live agencies**
- Need to deploy Portal to SCEIS team so that we can begin testing

## 🔄 Organizational Readiness - Green

- Continued development of Advocate Manual
- Completed draft of Implementation Guide and submitted to senior management for review
- **Continue the collection and explanation of Current State worksheet to State Agencies (WFT)**



## 🌀 Training – Yellow

- Developing a course curriculum and course catalog
- **Developed a Training Implementation Approach document for the following areas**
  - **Training Implementation Approach , Activities and Timeline**
  - **Train the Trainer**
  - **Training Content Development**
  - **Training Logistics**

## 🌀 Shared Services - Yellow

- **Developing Shared Service model for the State of South Carolina**
- All Shared Service employees will be required to attend training **twice** for their specific business function
- Started workshops with the Service Desk to help them better understand the SCEIS system. Last workshop was March 13<sup>th</sup> to cover SCEIS system landscape

## 🌀 Production Support - Green

- Continue to do Production Support for all live agencies
- New Production Support landscape has been built effective 3/09/09



## 142 total gaps have been identified

- Categorized into proposed resolution areas: Configuration, FRICEW (Forms, Reports, Interfaces, Conversions, Enhancements, Workflow), Business Process Procedure, or Workforce Transition
- Prioritize by Phase or future enhancement
- Assess for business criticality

## Approximately 73 gaps have been prioritized for Phase 3, all with medium or high criticality

## Several gaps will require additional agency input





## ☉ Complete review of 142 identified gaps

- Determine prioritization of all gaps by Phase 3, Phase 4, or future enhancement
- Confirm categorization of resolution areas, especially if development is required (FRICEW objects) and estimate level of effort required
- Initiate development on Phase 3 gaps as appropriate

## ☉ Follow-up with agencies as needed

## ☉ Develop Gap Analysis Document for gaps that are added to the functional scope of SCEIS



- ④ Distribute initial gap categorization and prioritization by March 16<sup>th</sup>
- ④ Attend follow-up gap discussions and/or provide additional documentation, if needed
- ④ Complete Gap Analysis Document
- ④ When gaps are added to the functional scope:
  - Develop functional design specifications
  - If needed, develop technical design specifications
  - Conduct unit test and participate in SCEIS feedback sessions regarding new functionality
  - Integrate new processes and functionality into Business Process Procedures, Training materials, etc.



## Risks/Issues



- ④ Top Down support within the agencies and overall agency buy-in
- ④ Workforce Transition/Agency Assessment
- ④ Change Management – Communications and Agency Support Teams
- ④ Gap Analysis results
- ④ Buy in to Train The Trainer strategy
- ④ State Resource Knowledge
- ④ Potential turnover within the team
- ④ Financials



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# **Executive Oversight Committee Agency Implementation Guide**

**Tammy Mainwaring, Enterprise Change & Communication**

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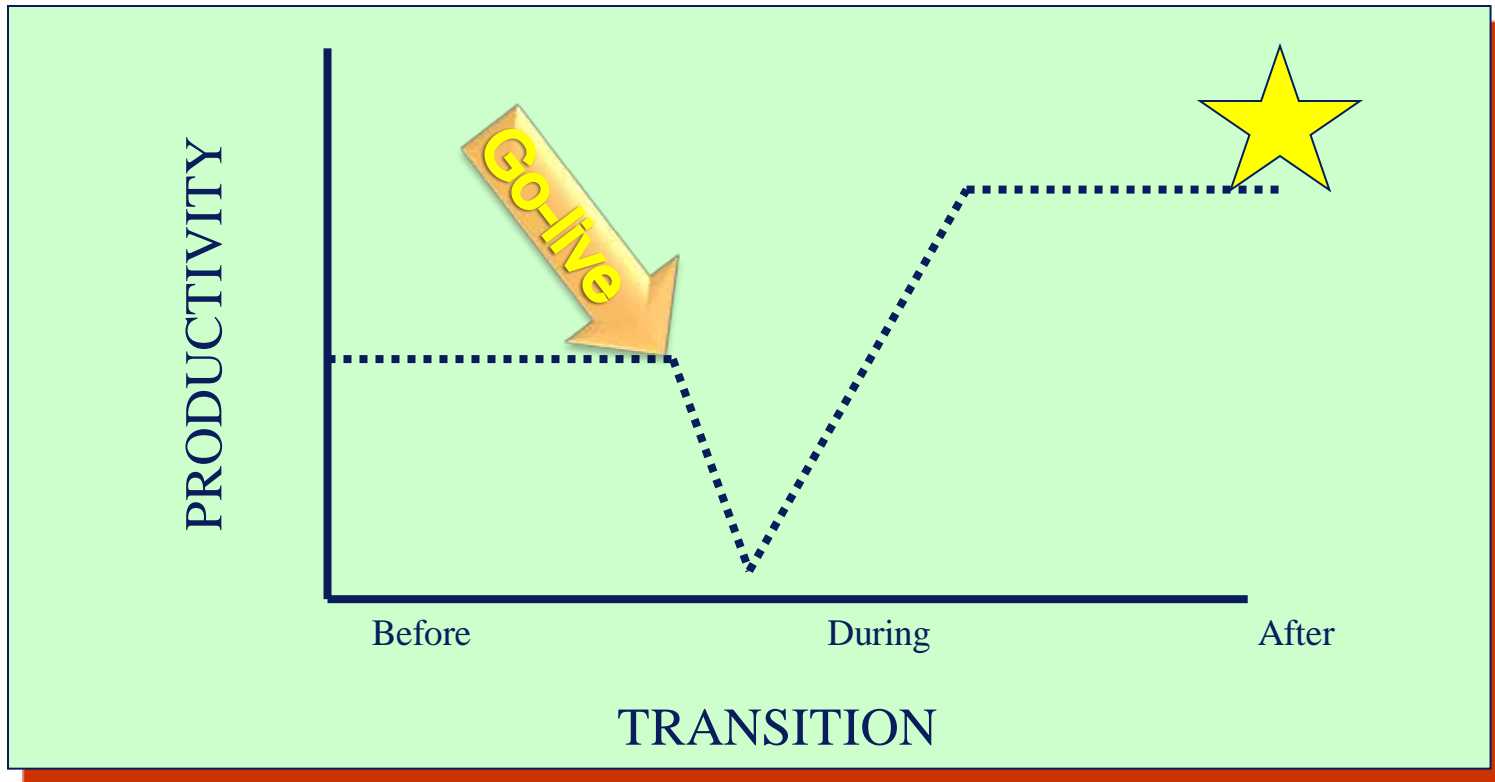


## Proviso 80A.57 Budget and Control Board

1. Provide guidance to potential savings identified in the updated business case study that will serve as a basis to agencies as they report their savings from the SCEIS implementation to the Senate Finance Committee and House Ways and Means Committee
2. Provide agencies guidance for the implementation of SCEIS



- I. Executive Overview - explains the Agency Implementation Guidebook's purpose as a reference tool for identifying cost efficiencies and executing agency readiness activities for implementation
- II. Cost efficiencies - using the SCEIS Business Case, outlines approach, process, and tools for agencies to track and report cost efficiencies resulting from SCEIS
- III. Agency Readiness Checklist & Progress Report – includes checklists of agency activities needed for a successful implementation of SCEIS and describes how progress reports will be used to help measure agency readiness
- IV. Appendices – Contains detailed Agency Readiness Checklists for Agency Support Team (AST) members that correlate to Section 3



*No matter how well change is planned and implemented,  
employee productivity is bound to drop before it increases.*

*The goal is to minimize the dip.*



## 1. Financial and General Accounting

- Annual CAFR
- Monthly Reconciliations
- Agency Staff Accounts Payable

## 2. Procurement & Inventory Management

- Annual Purchase Order Processing
- Obsolete Inventory Sales (one-time)
- Maintaining Vendor Files

## 3. Human Resources & Payroll

- Processing Payroll
- Processing Travel
- Leave Administration
- Maintaining Employee Records





## 4. Document Management

- ☉ Paper stock
- ☉ On-site filing
- ☉ Off-site archival
- ☉ Printer hardware & maintenance
- ☉ Copier hardware & maintenance
- ☉ Staff costs

## 5. Infrastructure

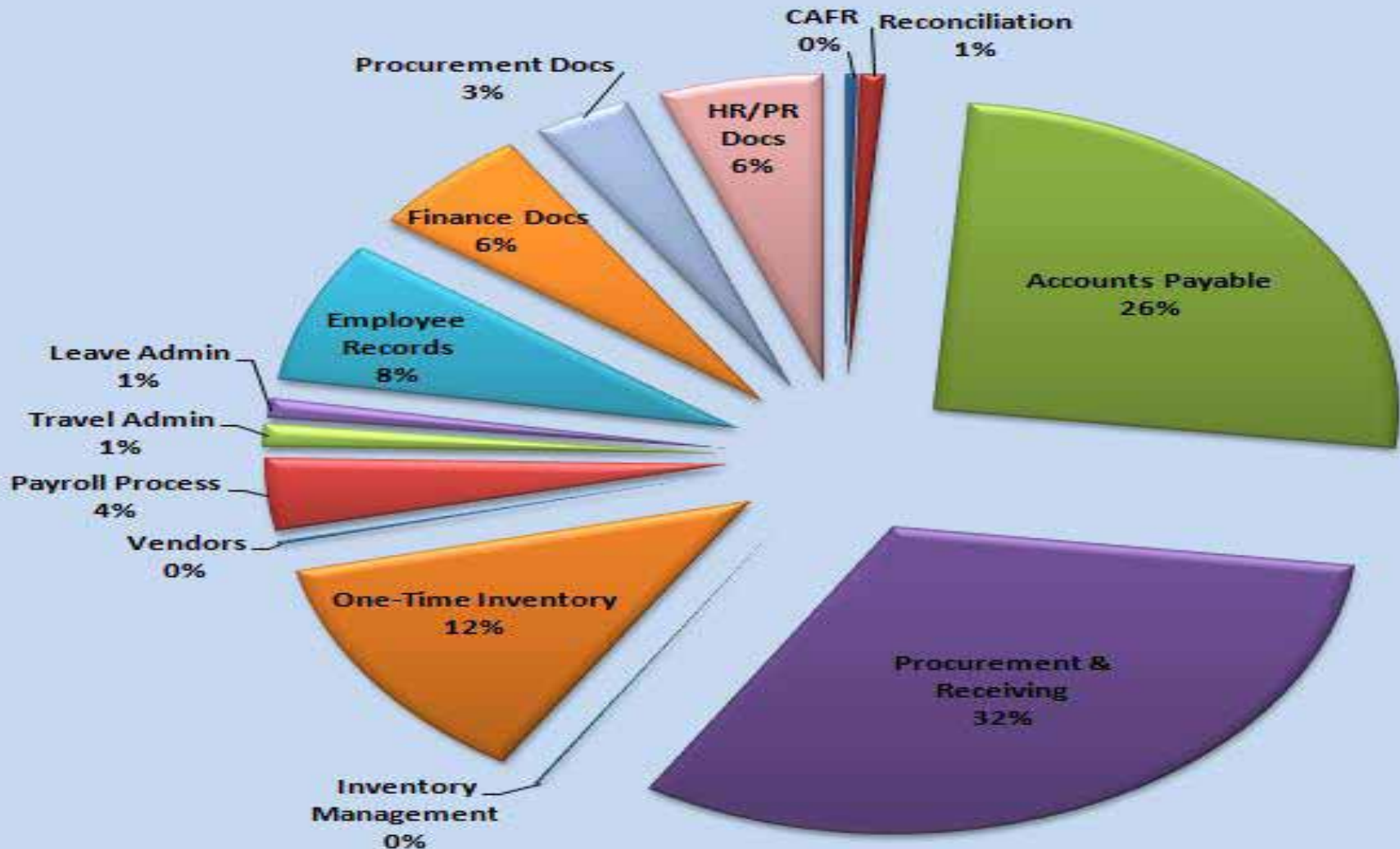
- ☉ Hosting Fees
- ☉ Maintenance Fees
- ☉ Programming Fees
- ☉ Internal Staff
- ☉ Legacy Systems cost



# Projected SCEIS Savings



## Benefit Savings Distribution as a % of Total





# Cost Measurement Tool Example



## Annual Agency Staff Accounts Payable Processing

### Baseline-Pre-Go-Live

Agency Time  
**Baseline**

Annual Hours	Cost Per Hour	Total Annual Cost
<b>8,858</b>	<b>\$23.18</b>	<b>\$205,317</b>

Implementation  
Agency Time  
**Baseline**

	Annual Hours	Cost Per Hour	Total Annual Cost	Difference from Baseline
<b>Baseline</b>	<b>8,858</b>	<b>\$23.18</b>	<b>\$205,317</b>	
<b>Year 1</b>	1,100	\$23.18	\$25,498	\$179,819
<b>Year 2</b>	0	\$23.18	\$0	\$0
<b>Year 3</b>	0	\$23.18	\$0	\$0
<b>Year 4</b>	0	\$23.18	\$0	\$0
<b>Year 5</b>	0	\$23.18	\$0	\$0

Cumulative Savings
\$179,819
\$179,819
\$179,819
\$179,819
\$179,819

**TOTAL**

1,100
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\$25,498
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\$179,819
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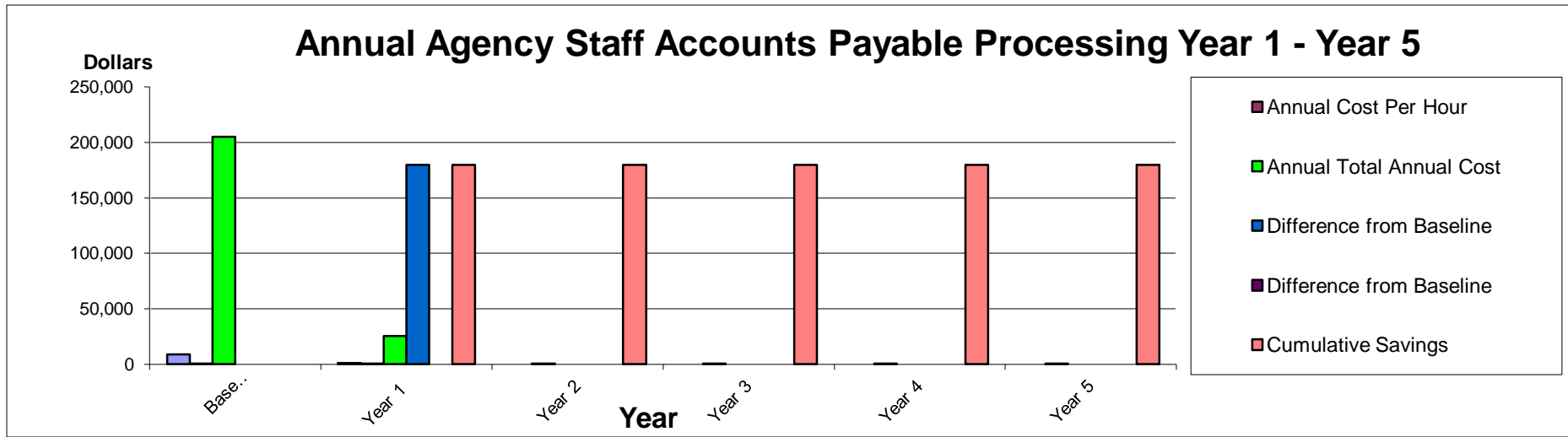
## Annual Agency Staff Accounts Payable Processing Year 1 - Year 5

Dollars

250,000  
200,000  
150,000  
100,000  
50,000  
0

Base... Year 1 Year 2 Year 3 Year 4 Year 5  
Year

- Annual Cost Per Hour
- Annual Total Annual Cost
- Difference from Baseline
- Difference from Baseline
- Cumulative Savings





## Process to determine cost efficiencies



1. Review 2008 Business Case Study
2. Receive agency data utilized in 2008 Business Case Study
3. Determine agency approach to gathering baseline data
4. Utilize sample survey tool to gather baseline data (recommend a monthly or quarterly basis)
5. Use Average Compensation Calculator to determine agency's customized average salary per hour
6. Download cost efficiency template from website
7. Using the samples contained in the Guide, calculate cost efficiencies for agency

Documents located on SCEIS Website: <http://www.sceis.sc.gov/>



# Sample Agency Readiness Checklists – FI/MM and HR/Payroll



Finance/Materials Management 8 to 13 months prior to go-live		
#	Activity	Description
1	Attend monthly AST Lead meeting	Attend and participate in Enterprise and Change & Communications sponsored meeting to discuss upcoming agency activities
2	Attend master data meetings	Agency Subject Matter Experts (SMEs) attend sessions with SCEIS Finance team members to discuss master data elements such as Fund, Functional Area, and Cost Center
3	Complete interface requirements	Agency outlines legacy systems that require an interface to SCEIS; A full analysis must be completed to avoid the accidental omission of key interfaces requiring modifications

HR/Payroll 1 month prior to go-live		
#	Activity	Description
1	Compete and validate converted data	Check accuracy of converted data in the system before go-live
2	Complete agency cutover activities	Agencies are responsible for executing cutover activities during the appropriate timeframes identified by the Cutover Plan
3	Complete Human Resources/Payroll training	Users attend assigned training courses
4	Support “freeze” period for legacy applications	Agency Subject Matter Experts support SCEIS to ensure data from legacy applications is accurate



# Detailed Agency Readiness Checklists



March						
#	Activity	Description	Area	AST Involvement	Completion Criteria	Tools
1	Attend monthly AST Lead meeting	Attend and participate in Enterprise Change & Communications (EC&C) sponsored meeting to discuss upcoming agency activities	N/A	<ul style="list-style-type: none"> <li>• AST Lead</li> <li>• AST Sponsor and SMEs as needed</li> </ul>	Attended meeting (via sign-in sheets)	<ul style="list-style-type: none"> <li>• Agenda</li> <li>• Presentation</li> <li>• Handouts</li> </ul>
2	Attend FI Master Data meetings	Agency Subject Matter Experts (SMEs) attend sessions with SCEIS FI team members	FI	AST SMEs attend sessions and complete data-gathering activities	Completed worksheets that contain financial master data objects, such as agency cost centers	<ul style="list-style-type: none"> <li>• PowerPoint presentations</li> <li>• Excel spreadsheets and instructions;</li> <li>• Meeting discussion</li> </ul>
3	Complete Agency current state worksheet	Agency completes Excel spreadsheet by answering questions about current state	FI	<ul style="list-style-type: none"> <li>• AST Lead facilitates completion</li> <li>• AST SMEs support completion of activities</li> </ul>	Worksheet completed and submitted to AST mailbox	Current State worksheet from EC&C



- Information provides a “road map” for the major agency activities an agency needs to complete throughout their implementation efforts
- Activities will be discussed on a monthly basis with Agency Support Team Leads and members
- Activities are subject to change based on SCEIS project planning activities
- Checklists will be updated as appropriate
- Tools and templates to complete activities will be provided, as needed
- Individual tasks will be monitored monthly by an assigned SCEIS Agency Advocate and a readiness report will be produced monthly and sent to agencies to track progress



# Agency Readiness Report



February 2009

## Agency Readiness Report

### Comprehensive Status

Complete =	Partially Complete =	Not Complete =
Cumulative Status		February 2009 Status

### Monthly Status

Tasks:	Complete =	Not Complete =	Item Status:
Agency provided names of AST members			
Agency Provided number of FTEs and SAP core users			
Agency signed the memorandum of understanding			
Agency completed the Change Readiness Survey			

### Meetings Attended in February

Tasks:	Complete =	Not Complete =	Item Status:
Sponsor Attended January AST Lead and Sponsor Meeting			
Team Lead Attended January AST Lead and Sponsor Meeting			

### Comments:

No Comments





## Next Steps



1. Distribute Agency Implementation Guide to agency leadership
2. Conduct overview sessions with Agency Heads and Chiefs of Staff
3. Provide tools to assist agencies with gathering baseline data
4. Upon request, send agency data used in 2008 Business Case Study
5. Conduct overview session with Agency Support Team Leads or designee
6. Share Agency Readiness Checklists with Agency Support Teams

Email comments or questions to SCEIS AST Mailbox: [sceis-ast@sceis.sc.gov](mailto:sceis-ast@sceis.sc.gov)



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## Financial Update

Pat O’Cain, Deputy Director

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## Questions?

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