



**THE CITY OF SAN DIEGO  
MAYOR JERRY SANDERS**

**M E M O R A N D U M**

DATE: July 9, 2008

TO: Members of the City Council Rules Committee

FROM: Mary Lewis, CFO  
Greg Levin, City Comptroller

SUBJECT: Status of the OneSD Project (ERP, SAP)

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The City of San Diego is currently implementing an Enterprise Resource Planning (ERP) initiative, known as *OneSD*, to address systemic deficiencies in Internal Controls and business processes. This project entails replacing the major finance, human resources and procurement software systems currently in use by the City and to also provide for revised financial and operating policies and procedures for areas affected by the project. This system will integrate a wide range of financial and human resources functions into a single consolidated system that will improve management efforts and financial reporting at the City. The solution purchased was manufactured by SAP and is being implemented by the City and its contractor, Axon Americas. This memorandum serves to update the City Council on the status of this effort.

Approximately 40 full time equivalent City staff members from City departments are working in cross functional teams with Axon technical staff to integrate the SAP software. Draft Blueprints for the Finance and Logistics modules are complete and Draft Blueprints for the Human Capital Management modules are anticipated to be complete shortly. The Draft Blueprints define at a high-level the “to be” process and the scope of work to be completed in the realization phase. Upon final acceptance the completed Blueprint documents will contain detailed functional specifications and process documentation.

In the last briefing to City Council, we reported that several changes to the City’s project management staff had been made: the project manager was replaced with a staff member

from the City Comptroller's Office and the City Comptroller is now tasked with project leadership. The City Comptroller reports directly to the Chief Financial Officer who is now the Project Sponsor and to an Executive Steering Committee composed of several City Executives. The intent of the change was to re-focus the project towards a business transformation initiative rather than an Information Technology Project. The change was also made to insert direct, hands-on quality management of the financial and human resources implementation. Additionally, at the last ERP update we briefed the committee on our intent to evaluate the feasibility of the go-live date.

Based on observed issues with Axon's project management and the overall management of the project schedule, we determined that a comprehensive external assessment of the project was needed. The assessment of the project was timed to occur near the completion of Draft Blueprint documents in order to determine strength of the system design but also to enable the City to make any necessary adjustments to the project early in the process rather than later in the timeline. Additionally, the viability of the originally planned and contracted go-live date of October, 2008 was a concern of City management on the project. In this regard, SAP Consulting, conducted an on-site design review in May to determine the effectiveness of project management, the quality of the blueprints and to make recommendations geared toward improving the overall quality of the project.

The comprehensive assessment by SAP produced several findings, including serious project management weaknesses in areas that are the responsibility of the City's implementation consultant; these are described in the attached report (provided electronically to the public). The City has addressed these findings with Axon and the risks are now being remediated. In response to the City's request, Axon has brought in new project management and technical talent to address the findings. Numerous steps are underway to improve the project status and we are confident that the risk level will return to acceptable levels in the near future.

SAP identified these overall findings as high risk:

- Additional detail on the to-be business processes needed in blueprints: process integration, etc before going to realization
- Need for sound project management processes (Axon)
- Project staffing (Axon and City)

The SAP assessment did not specify a new go-live date. However, after an evaluation of findings related to project management, the City directed the project team to perform a comprehensive re-planning of the project. Based on currently known risk risks and on the now defined scope of implementation the One SD team believes that both the financial components and human resources will be operational by April 1, 2009. The revised plan now includes additional activities for parallel testing of the City's payroll process. A common challenge in similar systems implementations performed by other local government agencies has been the efficacy of changes made to the payroll process and parallel testing serves to mitigate the risk that the City is able to properly pay employees in the new system.

### **Update on Budget Development Initiatives**

SAP is currently developing a public sector budget preparation and forecasting tool called "Public Budget Formulation" that will be fully integrated with the SAP ERP implementation. SAP will perform the blueprinting of the "as is" and "to be" budget process starting in July 2008 to determine San Diego's desired budget formulation and business processes. Then using the blueprints along with San Diego's actual budget data, SAP will conduct testing of the new software product. The benefit to the City is that the budget processes will be documented and the SAP software will be tested with the City's actual data and processes, therefore reducing implementation risk.

The budget development project will start in July with the blueprinting phase. The Fiscal Year 2010 budget will be prepared using the City's existing tool, FMIS, and the resulting budget data will be converted into the new chart of accounts when the ERP goes live. The Fiscal Year 2011 budget is planned for preparation using the new SAP "Public Budget Formulation" tool which will be fully integrated with the City's ERP.

Budget preparation functionality was included as an option to Phase 3 implementation of the ERP project but is moving to Phase 1 of the ERP implementation to take advantage of the opportunity to be a development partner with SAP and have input into the budget software. In addition, the City is gaining SAP's expert resources to document the budget process and achieve budget data integration with new core accounting and personnel systems. This budget solution will include most of the City's budgeting and monitoring needs: period budgeting; budget versions and version control; budget monitoring; forecasting and analysis; and document production.

### **Discussion**

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The Project Management Team has completed a re-planning process including developing revised estimates for System Implementation and Go-Live based on project performance to date. The result of the re-planning process was a proposed revised implementation date for all modules of no later April 1, 2009. Progress permitting, the team may elect to implement certain modules of the system prior to April 1, 2009. The likely modules for implementation would be in the finance and logistics areas of the project which are currently estimated to complete by January 1, 2009. However, this phased implementation approach will be governed by a cost benefit analysis currently being performed. The study seeks to evaluate the cost of connecting legacy systems (payroll) to the OneSD financial systems vs. the benefit to be gained from having the systems active for the three month period following January 1, 2009.

Since the last update to the Rules Committee the functional teams have completed the Draft System Design Blueprints ("Blueprints") for the Finance and Logistics Modules. The Blueprints are the documents that guide project staff in the realization effort. In addition, significant progress was made toward completion of the Blueprints for the Human Capital Management Modules which include systems to affect Payroll, Personnel Recruitment and Classification functions in the City.

In addition to progress on the Blueprints, the Change Management team has completed several trainings for City Personnel and has organized training and communication liaison teams and conducted several workshops. Other activities completed by the Change Management team include developing and distributing project communications; including the first project communication cascade and a project newsletter. The Change Management Team has also begun significant work on studying how the roles and responsibilities of City employees will be affected by the System Implementation. This process is essential for successful implementation as it identifies training needs for City employees and allows for the development of process training materials to be completed.

The Technical team has completed the design and installation of the hardware environment for the system and has also identified a back up site for use in disaster recovery situations. The current site for backup will be the Environmental Services Department's Ridgehaven site. This site will serve as a backup site for the OneSD system, pending the Office of the CIO identifying and completing implementation of a permanent back up data center for the City. The technical team is now focused on working with the City's Business Objects Project team to develop infrastructure to support the City's future reporting needs. Additionally, they are coordinating the completion of the City's enhancements and workflow process forms in the new system.

In March 2008, the Project Sponsor (Mary Lewis, CFO) and Business Leader (Greg Levin, Comptroller) contracted to have SAP review the project and make recommendations for improving the implementation process. The report (attached) identified several opportunities for improvement and was received in final form on June 23, 2009. As part of the review, over 90 detailed findings and recommendations were provided to the City. The recommendations primarily focused on three areas: efficacy of project management controls, project staffing improving the level of detail included in the Blueprints and the level of study of how integration between various system modules will work. In response to the review, the City and Axon have taken several actions:

- The City sent Axon a written notice to cure deficiencies in project management and to respond to the findings contained in the report.
- The lead Axon Project Manager has been replaced.
- The Axon Project Director, the principal Axon official responsible for client management has been replaced and the Project is now being overseen by the CEO of Axon Americas.
- An Axon resource with significant public sector experience has been identified and reassigned to the role of Integration Manager.
- A new project schedule has been developed and is currently being negotiated by the City and Axon. Axon will maintain the schedule and report out critical path progress. The City will assess performance based on the finalized project plan.
  - Schedule includes parallel processing for payroll.
- Functional Specifications and complete "to be" documentation is in progress and will be included in Blueprint documents prior to final acceptance by the City and DPC.

- An Executive Governance Committee has been established to monitor contractual performance and project status. This committee is separate from the City's Executive Steering Committee which is tasked with resolving functional issues and decisions that arise from implementation. Members of the Executive Governance Committee include, City COO, City CFO, City Comptroller, City Project Manager, DPC CEO, Axon Project Manager, Axon CEO, SAP Vice President of Public Sector Services and SAP Vice President of Public Sector Solutions.
- A separate City Contract Management Committee has been established to review contract deliverables prior to acceptance. This committee includes the City CFO, City Comptroller and DPC CEO.
- The City is currently studying available resources and developing additional staffing proposals to add additional staff resources to the project.

In light of concerns over project management, we are closely monitoring progress in responding to the findings and will make any necessary corrections in a timely manner.

**Financial Snapshot:**

**Projected Project Totals vs. Appropriations:**

<b>Fiscal Year Appropriations</b>	<b>Approved Appropriations</b>	<b>Projected Total Expense</b>	<b>Variance / Remaining Continuing Appropriation</b>
Fiscal Year 2007 Appropriation	\$ 5,000,000	\$ -	\$ 5,000,000
Fiscal Year 2008 Appropriation	20,600,000	13,000,000	12,600,000
Proposed Fiscal Year 2009 Appropriation	10,900,000	23,500,000	n/a
<i>Total Project Appropriations</i>	<u>\$ 36,500,000</u>	<u>\$ 36,500,000</u>	<u>\$ -</u>

\*includes prior year appropriation

**Breakdown of Costs by Type:**

<b>Project Costs</b>	<b>Estimated</b>	<b>Expended</b>	<b>Remaining</b>
Implementation Consultant (AXON)	\$ 18,805,406	\$ 2,408,357	\$ 16,397,049
Non Personnel Expense (Software/Hardware)	11,679,122	7,828,189	3,850,933
City and SDDPC Labor	6,015,472	2,236,736	3,778,736
Total	\$ 36,500,000	\$ 12,473,282	\$ 24,026,718

**Summary**

The SAP assessment and the findings were a crucial step in ensuring project success while identifying critical areas for improvement. Additionally, the completion of the assessment at this phase of the project enabled timely intervention by the City to ensure

Axon was able to cure any deficiencies and remediate risks. That being said, the Assessment also highlighted that a significant amount of quality work has been accomplished by dedicated City and Axon technical teams.

The project management issues are being corrected and we believe that the revised go-live date is realistic and can be successfully achieved. The revised implementation date was negotiated and mutually agreed upon for the best outcome and success of the project. The contract with Axon is fixed price and although the go-live date extends beyond the initial contracted date, the City is not at risk for additional expenses from Axon due to the extension. However, additional costs could be identified as City staff work longer on the project than planned. In addition, opportunities for enhancing the City's work flow processes that are outside of the originally contemplated scope may be identified in the course of the project and we will brief the City Council on any anticipated changes of scope that would affect costs.

Attachments:

OneSD Project Review

cc:

Honorable Mayor Jerry Sanders  
City Council Members  
Chief Operating Officer, Jay M. Goldstone  
City Attorney Michael J. Aguirre  
Independent Budget Analyst, Andrea Tevlin  
City Auditor, Eduardo Luna

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# Design Review

## *SAP® Review Program*



Prepared for:



America's Finest City

THE CITY OF SAN DIEGO

Blueprint Phase

May 20–21, 2008

Prepared by: SAP Public Services



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## Introduction

The Design Review Service, developed by the platinum consulting group of SAP® Consulting, provides the SAP customer with an independent and objective review of business processes, application configuration, and current productive implementations of SAP software.

The Design Review Service:

- Focuses on the project team structure and functional application
- Assesses the functional areas upon which the project should focus and identifies the associated risk areas
- Provides business-application expertise to highlight potential problem areas for the project team early in the implementation process
- Analyzes the project team to ensure assignment of the correct resources to the project
- Reviews project schedules and implementation documentation to assess the progress made by each subteam
- Examines business procedures with the customer and provides a high-level review of configuration
- Might also look at systems configuration, depending upon the length of the Design Review

As presented to the customer, the Review includes the following:

- General team observations
- Process overview assessment
- Strengths
- Areas for improvement
- Risks
- Recommendations



This Design Review document includes a summary of findings and details of findings, identifies the areas of potential risk, and notes the recommendations of the Design Review Service. The present document includes the following sections:

- Executive Summary
- Summary of Findings
- Details of Findings

As listed, each section offers an examination of the material in greater detail.



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## Executive Summary

### Background

The City of San Diego (CoSD) has 1.25 million residents: it is the eighth-largest city in the United States and the second-largest city in California. CoSD needed a new system to replace 30-year-old mainframe systems that lacked appropriate internal controls. A 2004 report by the Securities and Exchange Commission highlighted the need to improve internal control over financial reporting and produce more accurate and timely Comprehensive Annual Financial Reports (CAFRs). The Kroll risk consulting company conducted an investigation in 2006. Remediation concerns noted in the Kroll report highlighted the need to integrate a wide range of financial and human resources business processes into a single system to improve management efforts and financial reporting at the City.

CoSD chose the mySAP™ ERP 2005 application to integrate and transform CoSD financial and human resources business processes, operations, and systems. CoSD engaged the leadership and expertise of San Diego Data Processing Corporation (DPC). DPC provides IT services and information technology solutions to the City of San Diego.

The implementation of SAP software began with the start of the OneSD Project in October 2007. The CoSD selected Axon Consulting to lead the OneSD implementation. The actual start of the project was delayed for one month because of fires within San Diego. The project restarted in November 2007, targeting go-live for finance on October 1, 2008 and a go-live for human resources on November 1, 2008. The OneSD team has spent the last five months on the blueprint phase. CoSD requested an SAP Design Review to validate the blueprint and project management concerns.

### Components Reviewed

This Design Review included interviews with key team members and reviews of project documentation listed in Appendix II. In addition, a project review was also conducted to review project management processes and adherence to implementation methodology.

The report covers the following components:

- Financials (FI) – general ledger, accounts receivable, and accounts payable
- Materials management (MM)
- Funds management (FM)
- Grants management (GM)



- Project system (PS)
- Human resources (HR) – time management (TM)
- Human resources (HR) – payroll
- Human resources (HR) – personnel administration/personnel development (PA/PD)
- Project review

## Overall Assessment



= Puts project at risk: further investigation or follow-up by client required

Overall, the two most significant risk areas to the OneSD project are the need to provide more detail on the to-be business processes in the blueprint and the need for sound project management processes. These risk areas must be addressed before the start of the realization phase. The blueprint developed to date does a good job of providing a high-level overview of the to-be business processes, but it does not reflect detail on the to-be business processes or clearly state the business intent within SAP software. For example, the PA/PD blueprint defines employee master data: last/first name, dependents, beneficiaries, date of birth, and so on. But the blueprint does not define how employee master data would be updated. The blueprint must clearly define the business processes to facilitate the development of key project deliverables and work products in the realization phase: system configuration, technical specifications, change management impacts, end-user role identification, and business process procedures.

In addition, the blueprint does not reflect process integration. The FM blueprint is well-documented and the design appears to be appropriate from a purely FM perspective. However, the integration of FM with other financial components must be discussed, agreed upon, and documented. A key integration area that must be addressed is the need for a funds management derivation strategy which requires integration with controlling (CO), FI, GM, HR, and PS. Each area has a different idea of what is required and what would be derived. Unless the FM derivation strategy is properly defined, CoSD risks the development of overly complex and conflicting rules for derivation. In accordance with the ASAP methodology, the blueprint confirms the business process scope that must be implemented in the realization phase. The blueprint does not include a list of gaps, change impacts, and functional specifications for reports, interfaces, conversions, enhancements, forms, and workflows (RICE-FW). Although the statement of work (SOW) does not require a list of gaps and functional specifications for reports, enhancements, forms, and workflows, it does require conversion and interface specifications and high-level change impacts. In addition, the SOW also specifies the use of SAP Supplier Relationship Management (SAP SRM). There is no mention of SAP SRM within the blueprint.



Regular reviews of the SOW to ensure that project deliverables and milestones are being met are a key function of project management.

OneSD lacks efficient project management processes and practices. Three key project management deficiencies are: no updated project schedule, lack of adherence to an issue management process, and ineffective team communication. The project does not have a comprehensive project schedule that outlines the key milestones for the project. Overviews at the kickoff of the Review highlighted the project as a 12-month implementation with a go-live on October 1, 2008. Based on interviews, the team has spent five to six months developing the blueprint, from mid-November 2007 to April/May 2008. Using the 12-month timeline, OneSD has six months to complete the realization, final preparation, go-live, and support phases. A review of several project schedules validated that a go-live on October 1 cannot be achieved. Six different project schedules are compressed into a single ZIP file. Each project schedule has a different go-live date with different start and end dates for each phase. Each project schedule appears to be a snapshot in time that does not reflect dependencies and critical path determination. As a result, a true depiction of where the project is in accordance with the project schedule cannot be determined. In accordance with the Project Management Institute (PMI), a project schedule must clearly define the work breakdown structure (WBS) required to complete project tasks and associated milestones. The lack of a comprehensive project schedule that is regularly reviewed will negatively affect the cost, schedule, scope, and performance of a project.

The OneSD project also lacks adherence to an issue management process. An issue management process is outlined with the SOW. However, the team does not appear to follow an issue management process and could not recall the process. Issues are logged in the APSE repository, but are not reviewed by project management. The logging of issues is viewed as a black hole by the team. To get feedback and guidance on issues, the team attempts to e-mail project management or catch staff in the hallway. Issues are not managed by the project management office (PMO) or given priority for tracking, monitoring, and resolution. In addition, the team lacks effective communication to discuss issues, project status, and upcoming project milestones. Weekly team lead meetings with project management have often been cancelled and are described as brief (under 30 minutes) sessions that involve only one-way communication. The project does not appear to be following a communication plan that outlines approaches to provide and receive communication to and from OneSD and CoSD. The communication plan was unavailable for review. Further, the project issues list states the lack of an approved communication plan as a critical issue that was due on March 31, 2008. However, this issue was still open and unassigned at the time of the Review. Effective communication throughout all levels of the project is essential.

The actual time commitment of CoSD and DPC resources do not reflect the resource requirements outlined within the SOW. The SOW appears to be adequate, requiring each functional area to have at least a full-time subject matter expert (SME) from CoSD and DPC. Although the SOW does not specify resource requirements down to the department level, the team appears to have had regular engagement to date from other CoSD resources external to the project team. During the Review, several teams raised a concern about part-time SMEs. The project does not maintain a resource plan outlining current and future resources, proposed start and end dates, and the time commitment of resources to the project. As a result,



identification of any CoSD and DPC resource deficiencies is impossible. The role of CoSD and DPC resources in the realization phase must be established. It has not been determined who will be responsible for receiving knowledge transfer on configuration of SAP software. This decision is ultimately coupled with the strategy for postproduction support: Will support be outsourced, provided by DPC, or be a combination of SMEs from CoSD and DPC? CoSD SMEs will serve as the data owners and be responsible for driving data-cleansing efforts within the legacy systems. Data cleansing will require a substantial time commitment to plan, update, and monitor. Full-time dedication of CoSD and/or DPC SMEs will be required to support system configuration; RICE-FW review; unit, cycle, integration, and technical testing; end-user training; and change management.

## Summary of Recommendations

### Overall Recommendations for OneSD Blueprint

- Update the blueprint to reflect end-to-end business process integration and focus on end-to-end business processes, the identification of RICE-FW objects, and better facilitation of gaps.
- Review the blueprint and confirm which processes will require a workshop to define the to-be business process and processes that simply need to be documented. Identify and schedule the integration workshops that must occur. Once a complete list of open blueprint items is identified, plan the effort required to complete the blueprint. Estimate the time required to conduct workshops, document the to-be business process updates, develop functional specifications, identify change impacts, and obtain sign-off.
- Consider including a list of gaps with the final blueprint.
- Consider development of a blueprint CD to aid in the organization and distribution of the blueprint for review.
- Consider having change management and development teams attend any additional workshops that are scheduled.
- Secure (in the best case) an integration manager with experience in implementing SAP software at state and local governments who has previously served as an integration manager. That is the ideal candidate. If the ideal candidate is unavailable, at a minimum, secure a resource with cross-functional experience in SAP software who has strong leadership skills. The integration manager must be full-time and dedicated to integrating both the functional and technical aspects of business processes.
- Review the RICE-FW list to validate required updates upon completion of the blueprint. Review the list of conversions to ensure that it is complete and in alignment with the scope defined in the blueprint. Review the blueprint in accordance with the SOW to validate that contractual requirements have been met.



## Overall Recommendations for Methodology

- Revisit the big-bang implementation strategy. A staggered go-live for finance first, followed by human resources is a sound approach. Plan the go-live for payroll at the end of a quarter or fiscal year. The go-live for payroll should be at least four months after finance. That will allow time for finance to stabilize and minimizes the risks of incorrect financial information within HR.
- Ensure that the implementation approach is financially viable and that CoSD can support it. Assess the resource commitments and change impacts to confirm CoSD's ability to support the approach.
- Hold a project management session to review the implementation methodology in accordance with the project schedule and highlight the outcomes of the blueprint and key milestones associated with completing the blueprint. The objective of this session should be to confirm that everyone is on the same page and managing expectations. Consider having an abridged version of this session with the team leads and executive steering committee so that the path forward to complete the blueprint phase is clearly understood.

## Overall Recommendations for Financials (FI)

- Address the journal entry process related to parking and budget checking; finalize the strategy for conversion of the general ledger (GL) balances as part of the comprehensive conversion strategy for all areas. Do not convert detailed transactional data. The overall design of the GL appears to be thorough and consistent with best practices for SAP Public Sector.
- Address the significant shortcomings in accounts payable (AP) before realization begins.
- Arrange for a more complete review of accounts receivable (AR) that includes cash management. This Review was conducted at a very high level because of time constraints. The complexity of AR processes and interface requirements demand more attention.
- Dedicate City resources from the GL, AP, and AR teams to the project on a full-time basis.

## Overall Recommendations for Materials Management (MM)

- Update the MM blueprint to provide further detail on the to-be business processes. Ensure that the blueprint updates include integration with financials (FI), funds management (FM), and accounts payable (AP). The materials team has made a good first pass at creating a blueprint document for the City of San Diego. In general, the blueprint documents are written at a very high level and provide a basis for understanding standard SAP functionality. Process flows have been created for the standard processes areas to depict the most common steps to be taken to complete a task. The process flows have been incorporated into the blueprint documents.



- Target completion of functional design specifications (FDSs) for the end of the blueprint phase and no later than early in the realization phase to confirm the estimated development hours. The materials team has identified 24 RICE-FW objects according to the project summary of estimated hours spreadsheet. No FDSs for the RICE-FW objects identified were developed. The Review team was told that the Axon implementation methodology does not include this level of detail in the blueprint.

### **Overall Recommendations for Funds Management (FM)**

- Complete the business process design for the funds management derivation strategy.
- Actively participate in integration team meetings and include a conversion strategy for legacy data.
- Have the funds management team lead the effort to find and document a solution for multifunded projects.

### **Overall Recommendations for Grants Management (GM)**

- Complete the business process designs for budgeting, billing, data conversion, and grants ledger.
- Complete the functional specification for the reports needed and validate that current data mapping of the grants master data section is sufficient based on reporting requirements.
- The grants management team must actively participate in integration sessions to design the more complex grant integration issues successfully: multifunded capital grant projects, interest allocation, and standard and actual rates for billing.

### **Overall Recommendation for Project System (PS)**

- Include at least one dedicated full-time and one part-time resource from the capital improvement project division and allocate an additional resource from the accounting and controlling department to the OneSD team.
- Reconsider the decision to continue use of Primavera for project planning and scheduling.
- Make substantial improvements to the integration of the PS team with the funds management (FM), finance/controlling (FI/CO), grants management (GM), human resources (HR), and asset management (AM) teams.
- Give immediate attention to the functional specification documents for RICE-FW objects because none are available for review – even at a high level.



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## Overall Recommendations for Human Resources (HR) – Time Management (TM)

- Decide on ownership of the FMLA workbench so that automatic calculation can be performed to determine if an employee is eligible for FMLA.
- Identify and document all the RICE-FW objects before the realization phase. A failure to do so will mean that the required objects might not be identified and approved for development.
- Finalize end-user training plans. End users need to understand how to enter their time into CATS so that they can enter correct time for their attendances, absences, overtime, and so on.
- Decide on authorizations for who will create, view, and change employee data. Such data is very sensitive and shouldn't be accessed or viewed or changed by others.
- Take steps to complete the blueprint documentation: it is still at a high level and incomplete in accordance with ASAP methodology.

## Overall Recommendations for Human Resources (HR) – Payroll

- Avoid delay on the FI or HCM sides of the project. A delay on either side will affect the other, causing bridging work that will be replaced when both systems are production.
- Make training and business policy decisions in a timely manner to prevent delays in the planning and design of basic functionality within the time and payroll systems. Integration with the FI/CO project is critical to the payroll project, and represents the greatest risk to an on-time and successful implementation.
- Complete the blueprint: it is now incomplete according to ASAP methodology. The blueprint gives a high-level view of the project, but details such as RICE-FW functional specifications and data maps are not documented.

## Overall Recommendations for Human Resources (HR) – Personnel Administration (PA) and Personnel Development (PD)

- Provide a detailed blueprint document that clearly defines the scope and to-be processes in SAP software.
- Approve the enterprise structure, including the organizational structure, immediately.
- Reach out to other state and local government users of SAP for Public Sector for information, processes, and design to gain insights into other solution alternatives.
- Standardize levels of approvals throughout the City of San Diego. There is currently resistance from departments to standardize.



- Complete an understanding of integration and how it will affect each module of SAP software: benefits, payroll, personnel, time, and finance. Sharing master data is a new concept and is understood incompletely.

## Overall Recommendations for Project Review

- Review the project schedule to confirm the project timeline and associated scope upon completion of the blueprint. Establish a project schedule that covers the key milestones for the entire project. Each subteam (FM, MM, PS, and so on) will likely have its own project schedule, but the PMO must maintain an overall project schedule. Consider engaging a resource with Microsoft Project experience to manage the project schedule on a full-time or part-time basis.
- Review and improve the issue management process in the SOW. Consider PMO establishment of initial issue assignment and policy and change determination. Issues should be assigned by the PMO to the appropriate team lead, who then assigns the issues within the team where applicable. Integrate the escalation process within issue management to show the path for issue escalation. Issues raised above the project management level should include appropriate supporting documentation that outlines the pros and cons; potential cost, schedule, and resource impacts; and the recommended course of action. That will facilitate quicker and more effective decisions by CoSD leadership.
- Schedule weekly team lead meetings. Make this meeting a priority, ensuring that a weekly meeting occurs even if the day of the week has to shift periodically to accommodate other ad hoc meetings. The team leads are closest to the day-to-day management of project tasks.
- Review the existing communication plan and refine it in accordance with the change management plan. Confirm the approaches taken to facilitate internal and external communication on the status of the project.
- Develop a resource plan for the project and outline the current and future resources by role. Denote the start and end dates for each resource and resources' time commitment as full-time or part-time. Review the resource plan against the SOW and confirm any updates required to support approved project scope defined in the blueprint.
- Develop a postproduction support strategy and establish who will provide support.
- Establish a CoSD or DPC resource who will serve as the data manager responsible for coordinating data cleansing with the identified resources within each department. The data manager must regularly monitor, resolve or escalate data-cleansing issues, and report on the status to ensure that the data-cleansing effort stays on track.



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## Summary of Findings

A **Topic Rating** describes the overall state of the topic reviewed:



= Design appropriate in this area



= Further investigation or work required by client



= Puts project at risk: further investigation or follow-up by client required

The **Risk Level** indicates how the approach or design described in a finding affects the success of the implementation if it is left as is.

- High:** A critical issue that should be addressed before the go-live. It might affect a successful go-live if left unchanged.
- Medium:** A serious issue: you may go live with it, but you are likely to experience numerous problems.
- Low:** A minor issue: try to fix the area before going live if there are no other pressing issues.
- None:** Not an issue: the reviewer examined the area, but found everything in order and made no recommendation. The item is included here for the sake of completeness.

The **Address-By Date** indicates the time by which the client should address, complete, or resolve the finding to help ensure a successful go-live.



## Financials (FI)

### General Ledger (GL) and New GL

Overall Component Rating



Reasons for Rating

- The GL team seems to have good understanding of SAP for Public Sector. The consultant is an SAP-Certified Integrator of SAP for Public Sector.
- The master data design is sound with a few exceptions (as noted).
- Correct the journal entry process related to parking and budget checking.
- Finalize the strategy for GL balance conversion, avoiding conversion of detailed transactional data.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Organizational Structure Definition		<ul style="list-style-type: none"> <li>▪ Use of company code and business area</li> </ul>	Low	Before baseline configuration
GL: Master Data Design		<ul style="list-style-type: none"> <li>▪ Chart of accounts</li> </ul>	High	Early in realization
Functional Area Design		<ul style="list-style-type: none"> <li>▪ Functional area design</li> </ul>	Medium	Before realization
Basic Functions and Processing: GL		<ul style="list-style-type: none"> <li>▪ GL journal entry process</li> </ul>	Medium	Before realization
Month- and Year-End Process Design		<ul style="list-style-type: none"> <li>▪ Month- and year-end process design</li> </ul>	Medium	Before integration testing
New GL		<ul style="list-style-type: none"> <li>▪ New GL split processor design</li> </ul>	High	Start of realization



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
GL Conversion, Interfaces, and Enhancements		<ul style="list-style-type: none"> <li>GL balance conversions</li> <li>GL enhancement</li> </ul>	High Medium	Early realization Early realization

**Accounts Payable (AP)**

Overall Component Rating



Reasons for Rating

- The AP consultant was unavailable during the Review, and the City resource is dedicated only 75% to the project.
- Integration of master data maintenance between AP and MM seems unclear.
- The decision to decentralize AP invoice entry should be carefully considered.
- Several significant AP-related business process are vaguely defined or missing, including tolerances, third-party payments, retainage, budget check on parked (incomplete) AP invoices, and holding or blocking of invoice receipts posted before the related goods receipts.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Accounts Payable (AP): Vendor Master Data Design		<ul style="list-style-type: none"> <li>Vendor master data maintenance</li> </ul>	Medium	Early realization
Basic Functions and Processing (AP)		<ul style="list-style-type: none"> <li>AP invoice processing</li> <li>AP invoice processing: other</li> </ul>	Medium High	Before realization Before realization



## Accounts Receivable (AR)

Overall Component Rating



Reasons for Rating

- The AR consultant has changed three times since the start of the project. The City resource is dedicated only 50% to the project.
- The time constraints of the Review prevented a detailed examination of blueprint documents and processes. The Review therefore contains only high-level findings and recommendations.
- The complex nature of the required AR processes and interfaces warrants a more complete review to ensure that requirements can be met and the development effort accurately estimated.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Accounts Receivable (AR)		<ul style="list-style-type: none"> <li>▪ General comments</li> </ul>	High	As soon as possible
Customer Master Data Design		<ul style="list-style-type: none"> <li>▪ Customer master data design</li> </ul>	Medium	Realization
Basic Functions and Processing (AR)		<ul style="list-style-type: none"> <li>▪ AR functions and processing</li> </ul>	Medium	Before realization
AR Interfaces and Forms		<ul style="list-style-type: none"> <li>▪ AR interfaces</li> <li>▪ AR billing forms</li> </ul>	High Medium	Realization Before and during realization



## Materials Management (MM)

Overall Component  
Rating



Reasons for Rating

- Although determined to be in scope and specifically called for in the statement of work (SOW), the SAP Supplier Relationship Management (SAP SRM) application and the SAP Procurement for Public Sector package have not been documented. Interviews with the logistics and materials management team indicate that they are not being implemented. Nevertheless, the City has licensed these products.
- The materials management team is knowledgeable of SAP ERP functionality and has sufficient personnel with experience from prior projects to evaluate requirements effectively and establish business processes within SAP ERP.
- Integration with other teams is critical to the project and represents the greatest risk to a successful implementation. Team integration with FI-FM and AP should be a priority.
- Detailed documentation of processes is at a very high level but is at times inconsistent. Definition of processes needs to be clarified and documentation updated for accuracy. The blueprint should include a description of process and functionality to be used by the City. The documents should be revised to reflect the current project status.
- Functional specifications for RICE-FW objects have not been written. The RICE-FW objects listed in the blueprint should be reconciled with the master development list.
- The MM blueprint consists of 10 separate documents covering the following areas: organizational structure, logistics, master data, purchase requisitions, requests for quotations, purchase orders, contracts, receiving, physical inventory, and inventory processes. It is unusual for a blueprint to consist of several independent documents. It is also unusual to establish blueprint documents as documents that will be continuously updated.



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Organizational Structure		<ul style="list-style-type: none"> <li>Level of detail in blueprint</li> </ul>	High	Early in realization
Logistics Master Data		<ul style="list-style-type: none"> <li>Conversion functional specifications missing</li> <li>Level of detail in blueprint</li> <li>Inclusion of as-is and to-be</li> </ul>	High Medium None	Before realization Early in Realization None
Purchase Requisition		<ul style="list-style-type: none"> <li>Definition of document types</li> <li>Definition of release strategies and workflow</li> <li>Use of P-card</li> <li>Procurement of assets</li> <li>Requisition RICE-FW objects</li> </ul>	Medium Medium High Medium Medium	As soon as possible As soon as possible As soon as possible As soon as possible Before realization ends
Request for Quotation		<ul style="list-style-type: none"> <li>Definition of forms</li> <li>Functional conversion specification</li> </ul>	Low High	As soon as possible As soon as possible
Purchase Order		<ul style="list-style-type: none"> <li>Functional conversion specification</li> <li>Emergency PO to accommodate P-card purchases</li> <li>Definition of release strategies and workflow</li> <li>Integration with finance</li> </ul>	High Medium Medium High	As soon as possible As soon as possible As soon as possible As soon as possible



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
<b>Contracts (Purchasing and Construction)</b>		▪ SAP SRM and SAP procurement for Public Sector	High	As soon as possible
		▪ Functional conversion specification	High	As soon as possible
		▪ Contract type and numbering	Medium	Before end of realization
		▪ RICE-FW object definitions	Medium	As soon as possible
<b>Receiving</b>		▪ Process definition	Medium	As soon as possible
<b>Inventory</b>		▪ Functional conversion specification	High	As soon as possible
		▪ GR/GI slip and service entry sheet	None	None
		▪ Consumption-based planning (MRP)	Low	Early in realization
		▪ RICE-FW object definitions	Medium	As soon as possible
		▪ Functional specification for conversion of historical material movements	Medium	As soon as possible Physical in
<b>Physical Inventory</b>		▪ Standard functionality	None	None
		▪ Functional specification for conversion of historical physical inventory	Low	As soon as possible



## Funds Management (FM)

Overall Component Rating



Reasons for Rating

- Overall, the blueprint for the funds management module is complete and well thought out. The design is incomplete only because of integration issues that must be managed by an SAP-Certified Integrator of SAP for Public Sector – issues that the FM team cannot address on its own.
- Integration with other project teams is critical to the project and represents the greatest risk to a successful implementation. Team integration during the current phase of detail design is less than optimal, and erroneous assumptions concerning the total business process seem likely.
- Project management processes that represent and focus on integration are critical to success.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Funds Management Derivation		<ul style="list-style-type: none"> <li>▪ Funds management derivation</li> </ul>	High	As soon as possible
Controlling Objects in FM Tables		<ul style="list-style-type: none"> <li>▪ Add the CO object to FM</li> </ul>	Low	Before realization ends
Multifunded Projects and Grants		<ul style="list-style-type: none"> <li>▪ Design for multifunded projects and grants</li> </ul>	Medium	Early in realization
Budget Preparation		<ul style="list-style-type: none"> <li>▪ Transition budget preparation in FMIS</li> </ul>	Medium	Before realization ends
Legacy Data Conversion		<ul style="list-style-type: none"> <li>▪ Legacy data conversion</li> </ul>	High	Before realization ends



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Financial Integration		<ul style="list-style-type: none"> <li>▪ Integration issues</li> </ul>	High	Before realization begins



## Grants Management (GM)

Overall Component Rating



Reasons for Rating

- Overall, the blueprint design of the grants management (GM) module is complete and has sufficient detail to provide the needed data to move forward with the realization phase with a few detailed exceptions.
- Integration between modules has been insufficiently designed during the blueprint phase.
- Integration with other SAP modules is critical to the design of grants management and represents the greatest risk to a successful implementation.
- Team integration during the current phase of detail design is less than optimal, and erroneous assumptions concerning the total business process are evident.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Grant Master Data and General Settings		<ul style="list-style-type: none"> <li>▪ Grant types</li> <li>▪ Customer-defined fields in grant master data</li> <li>▪ Derivation of sponsored program</li> <li>▪ Sponsored program for CDBG grants</li> <li>▪ Grant award type</li> <li>▪ Grant life cycle: outgoing grants</li> <li>▪ Grant-funded assets</li> </ul>	<p>Medium</p> <p>Medium</p> <p>High</p> <p>High</p> <p>Medium</p> <p>Medium</p> <p>High</p>	<p>Early in realization</p>
Grant Ledger		<ul style="list-style-type: none"> <li>▪ Grant ledger design</li> </ul>	High	Before realization begins



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Grant Budgeting		<ul style="list-style-type: none"> <li>Budgeting process</li> </ul>	Medium	Early in realization
Grantor Functionality		<ul style="list-style-type: none"> <li>Use of grantor functionality from SAP</li> </ul>	Low	Early in realization
Grant Life Cycle		<ul style="list-style-type: none"> <li>Grant life-cycle business process reengineering</li> </ul>	High	As soon as possible
Grant Billing Process		<ul style="list-style-type: none"> <li>Grant billing process</li> </ul>	High	As soon as possible
Grant Data Conversion		<ul style="list-style-type: none"> <li>Legacy data conversion</li> </ul>	High	As soon as possible
Grant Life Cycle		<ul style="list-style-type: none"> <li>Integration with other modules</li> </ul>	High	As soon as possible



## Project System (PS)

Overall Component Rating



Reasons for Rating

- The current project team structure has one full-time staff member from the comptroller's office without any plan for a back-up resource. In addition, there is no representation from the capital improvement project department, which is the largest user of the PS module. This situation has resulted in decisions being made up-front without proper training or education on the various tools and functions available in the PS module.
- Functional specification documents for RICE-FW objects are unavailable even at the highest level, which will add additional workload during the realization phase.
- Change management is lacking and key decisions are made without properly employing sound change management techniques. That will result in a nonintegrated design that is unsuitable for embracing future roll-outs without any major hardships.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Project Staffing		<ul style="list-style-type: none"> <li>▪ Increase the size of the project team in PS</li> </ul>	High	Immediately
Project Planning and Scheduling		<ul style="list-style-type: none"> <li>▪ Decision to use Primavera for project planning and scheduling</li> </ul>	High	Immediately
Functional Specification Documents for RICE-FW		<ul style="list-style-type: none"> <li>▪ No functional documents available for RICE-FW</li> </ul>	High	Immediately



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Integration with Other Modules		<ul style="list-style-type: none"> <li>Integration with FM, GM, FI/CO, AM, and HR teams</li> </ul>	High	Immediately
Custom PS Report by Funding Source		<ul style="list-style-type: none"> <li>Custom PS report for commitments and actuals by funding source</li> </ul>	High	Immediately
Overhead Allocation for Projects		<ul style="list-style-type: none"> <li>Current labor rates</li> </ul>	Medium	As soon as possible
Split-Funding Requirements for Project Expense line items		<ul style="list-style-type: none"> <li>Split-funding functionality</li> </ul>	Medium	As soon as possible
Appropriation Request for Capital Projects		<ul style="list-style-type: none"> <li>Investment management for planning and execution of appropriation requests</li> </ul>	Medium	As soon as possible
Project Billing		<ul style="list-style-type: none"> <li>Resource-related billing</li> </ul>	Medium	As soon as possible
Project Team Member Training		<ul style="list-style-type: none"> <li>Project team member training</li> </ul>	Medium	As soon as possible
Budgeting for Projects – PS or FM Budget		<ul style="list-style-type: none"> <li>Budgeting in FM with funded program equal to the project amount</li> </ul>	Medium	As soon as possible
Year-End Activities for PS		<ul style="list-style-type: none"> <li>Year-end activities in PS not identified</li> </ul>	Medium	As soon as possible



## Human Resources – Time Management (TM)

Overall Component Rating



Reasons for Rating

- The time team includes personnel from prior projects with business process knowledge, which helps it gather requirements and implement the business requirements in SAP software.
- Decisions must be made on ownership of the FMLA workbench, transfer from CATS to CO (not yet finalized), workflow, and negative time balances.
- RICE-FW objects should be finalized and need to be discussed with the business: conversions are critical at this point.
- Training plans for end users have not been developed. The plans are critical at this point because employees need to understand the functionality to enter time (absences, attendances, overtime, and so on) into CATS.
- No decisions have been made on authorizations (who will have access to create, change, and view employee data) have been made.
- The blueprint document is still at a high level and incomplete in accordance with ASAP methodology.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
FMLA Workbench		<ul style="list-style-type: none"> <li>▪ Ownership</li> </ul>	Medium	Before realization
Leave Balances		<ul style="list-style-type: none"> <li>▪ Leave balances</li> </ul>	High	Before realization
Cross-Application Time Sheet (CATS)		<ul style="list-style-type: none"> <li>▪ CATS</li> </ul>	Medium	Before realization



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
End-User Training		<ul style="list-style-type: none"> <li>Training</li> </ul>	High	Completion of blueprint
Authorizations		<ul style="list-style-type: none"> <li>Authorizations</li> </ul>	High	Early in realization
RICE-FW		<ul style="list-style-type: none"> <li>RICE-FW</li> </ul>	High	Before realization
Pay-In-Lieu and Selling Comp Time		<ul style="list-style-type: none"> <li>Pay-in-lieu and selling comp time</li> </ul>	Low	Before realization
Work Schedule		<ul style="list-style-type: none"> <li>Work schedule</li> </ul>	None	None
LTD and STD Plans		<ul style="list-style-type: none"> <li>LTD and STD plans</li> </ul>	None	None



## Human Resources – Payroll

### Overall Component Rating



### Reasons for Rating

- Overall, the payroll team has sufficient personnel with experience from prior projects to evaluate requirements effectively and establish business processes within SAP software. The payroll and time teams appear to respect each other, which creates a good environment for an exchange of ideas and agreements on issues.
- Integration with other FI/CO teams is critical to the project and represents the greatest risk to a successful implementation. If the project for the financial modules is delayed, the HCM and payroll project will be directly affected. For the HCM and payroll modules to go live before the financial modules, interfaces to the existing legacy accounting system will have to be designed. Additionally, decisions that affect cost distribution in payroll are in process. That will cause the payroll team to design posting around a coding block that might or might not reflect the final decisions arrived at during the FI/CO portions of the project.
- Training plans for project team and end users have not been developed. The end-user training plans are critical because the payroll specialists are remote from the payroll department and are assigned to other city departments.
- Policy decisions still need to be made regarding the ownership of Family Medical Leave Act data ownership, negative leave balances, retroactive processing, and functional support of the SAP system after the project ends.
- The blueprint is incomplete according to ASAP methodology.



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Negative Leave Quota Balances		<ul style="list-style-type: none"> <li>Negative leave quota balances</li> </ul>	High	Before realization begins
Dependence on the Financial Projects		<ul style="list-style-type: none"> <li>Coding block for payroll posting</li> </ul>	Medium	Before realization is complete
Authorizations		<ul style="list-style-type: none"> <li>Ownership of data</li> </ul>	Medium	Before parallel processing begins
Training		<ul style="list-style-type: none"> <li>Training plan</li> </ul>	Medium	Before realization begins
Payroll Specialist Training		<ul style="list-style-type: none"> <li>Training plan</li> </ul>	Medium	By the start of integration testing in realization
Family and Medical Leave Act (FMLA)		<ul style="list-style-type: none"> <li>End-to-end FMLA process</li> </ul>	Medium	Before realization begins
Earliest Retro-calculation Date		<ul style="list-style-type: none"> <li>Definition of retrocalculation date</li> </ul>	Medium	Before go-live
Payroll and Benefit Integration		<ul style="list-style-type: none"> <li>Integration</li> </ul>	Low	Start of integration testing
Go-Live Approach		<ul style="list-style-type: none"> <li>Timing of go-live</li> </ul>	Low	Before go-live
Blueprint		<ul style="list-style-type: none"> <li>Completeness of blueprint</li> </ul>	Medium	Before final sign-off on blueprint



## Human Resources – Personnel Administration (PA) and Personnel Development (PD)

### Overall Component Rating



### Reasons for Rating

- Key components of the blueprint were not documented and defined at the time of the Review.
- Overall, the personnel administration team from the City of San Diego is well organized and has sufficient personnel with knowledge of the City's business to evaluate requirements effectively and establish business processes within SAP software.
- Project management is providing inadequate focus on and attention to SAP ERP HCM.
- Team integration during the current phase of detail design seems less than optimal and incorrect assumptions concerning the end-to-end business processes seem likely.
- The scope of the SAP implementation is to use standard SAP software. This process will add updates and add new business processes. Departments are resisting adoption of new standard business processes.
- The SAP E-Recruiting application is to be used to populate employee master data. To date, the understanding is that the standard SAP E-Recruiting application will not comply with Civil Service Commission rules and regulations. There is no development for handling this process, which will affect the hiring action within SAP ERP HCM.
- No comprehensive project plan. Without an updated project plan, there is no defined time line for the either the consulting team or the City's project team to adhere to.
- Lack of communication with the teams. The project management, consulting, and City teams operate as separate entities.
- No change management plan developed or implemented.
- Schedule project team training for subject matter



experts. The teams are relying on information from the consulting team and screen printouts.

- The security team is needed because processes within personnel administration are being based on security options within SAP software.
- Complete a functional specification to complete the configuration requirements of the IMG.
- Verification that the City of San Diego's requirements documentation agrees with the blueprint documentation. This process will ensure that all documented requirements can be met. If not, there might be a need for a gap document.
- Finalize the finance blueprint before finalizing the blueprint for SAP ERP HCM. Payroll and benefits will touch all employees of City of San Diego. Stabilize finance before implementing payroll processes in SAP ERP HCM, because the payroll processes of SAP ERP HCM will update the finance module of SAP software. Interfaces for benefit providers are also processed through finance.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Personnel Enterprise Structure: Personnel Areas and Subareas		<ul style="list-style-type: none"> <li>▪ Employee group, subgroups, and payroll area</li> </ul>	High	Before realization begins
Employee Master Data		<ul style="list-style-type: none"> <li>▪ Employee master data</li> </ul>	High	As soon as possible
Organizational Management		<ul style="list-style-type: none"> <li>▪ Organization units, job, positions, and structure maintenance</li> </ul>	High	Before realization begins
SAP Employee Self-Service and SAP Manager Self-Service		<ul style="list-style-type: none"> <li>▪ SAP Employee Self-Service and SAP Manager Self-Service</li> </ul>	High	Completion of blueprint



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
<b>System Architecture (RICE-FW)</b>		<ul style="list-style-type: none"> <li>Reports, interfaces, conversion, enhancements, forms, and workflow</li> </ul>	High	Before realization
<b>Benefits</b>		<ul style="list-style-type: none"> <li>Processes, interfaces with providers, reports, and integration</li> </ul>	High	As soon as possible
<b>Integration</b>		<ul style="list-style-type: none"> <li>Integration between personnel administration, time, payroll, SAP Employee Self-Service, and SAP Manager Self-Service</li> </ul>	High	As soon as possible
<b>Conversion Plan</b>		<ul style="list-style-type: none"> <li>Conversion plan for implementation of SAP ERP</li> </ul>	High	As soon as possible
<b>Testing Plan</b>		<ul style="list-style-type: none"> <li>Testing plan for implementation of SAP ERP</li> </ul>	High	As soon as possible
<b>Allocation of Resources</b>		<ul style="list-style-type: none"> <li>Allocation of resources from SAP ERP</li> </ul>	High	As soon as possible



## Project Review

Overall Component Rating



Reasons for Rating

- Overall, the project lacks standard project management processes and practices. The project does not maintain a project schedule. Issues are not tracked and managed. Team communication is ineffective.
- Integration management does not occur. Business processes need to include integration from an end-to-end perspective.
- The aggressive implementation schedule is unrealistic based on where the project is to date and will not be achieved. Project management must regularly review the SOW to validate deliverable and work product acceptance.
- The current approach for implementing SAP NetWeaver Business Intelligence (SAP NetWeaver BI) does not include integration of Business Objects.

Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Project Resources (1)		<ul style="list-style-type: none"> <li>▪ Involvement of extended team members</li> <li>▪ Executive steering committee</li> </ul>	None None	None None
Project Resources (2)		<ul style="list-style-type: none"> <li>▪ Part-time SME involvement</li> </ul>	Medium	Early in realization
Project Resources (3)		<ul style="list-style-type: none"> <li>▪ PMO structure and function</li> </ul>	High	As soon as possible
Methodology (1)		<ul style="list-style-type: none"> <li>▪ Implementation strategy</li> </ul>	High	Before realization
Methodology (2)		<ul style="list-style-type: none"> <li>▪ Postproduction support strategy</li> </ul>	Medium	Early in realization



Topic Reviewed	Topic Rating	Finding Title	Finding Risk Level	Address-By Date
Project Management Processes		<ul style="list-style-type: none"> <li>Project schedule management</li> <li>Integration management</li> <li>Issue management</li> <li>Project-team communication</li> <li>Risk management</li> </ul>	High High High Medium Medium	Before realization Before realization Before realization As soon as possible Before realization
Change Management		<ul style="list-style-type: none"> <li>Change management</li> </ul>	Medium	During realization
End-User Training		<ul style="list-style-type: none"> <li>End-user training</li> </ul>	High	Before realization
Project-Team Training		<ul style="list-style-type: none"> <li>Project-team training</li> </ul>	Medium	Early in realization
Technical Project Management		<ul style="list-style-type: none"> <li>System landscape</li> <li>Technical project management processes</li> </ul>	None None	None None
Business Intelligence		<ul style="list-style-type: none"> <li>Synchronization between OneSD and BI projects</li> <li>Missing SAP BI and Business Objects integration</li> </ul>	High High	Early in realization Early in realization



## Details of Findings

Financials (FI)

General Ledger (GL)

### Organizational Structure Definition

#### Use of Company Code and Business Area

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The City will use one company code that contains all agencies.</li> <li>▪ Business areas will represent separate areas of operation or responsibilities within the organization.</li> <li>▪ The proposed listing of business areas was unavailable at the time of the Review.</li> </ul>
<i>Potential Impact</i>	The design described in Review discussions appears to correspond to best business practices.
<i>Recommendation</i>	Use all four digits of the business area from the beginning and base them on the recommended structures (agency/department, bureau/division, office/section, and subsection/facility). Fill all unused lower-level structures with zeros to provide room for future implementations of lower-level organizational units.
<i>Finding Risk Level</i>	Low
<i>Address-By Date</i>	Before completion of baseline configuration

### GL: Master Data Design

#### Chart of Accounts

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The design of GL account master data is well thought out and appears to support best practices for integration and reporting.</li> <li>▪ FM commitment items will be created in a 1:1 relationship with all GL accounts, including balance</li> </ul>
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sheet accounts.

- GL account cleansing is being effectively addressed.
- The number of accounts has been reduced from approximately 4,000 to 1,600.
- The GL team appears to be aware of the necessary settings in GL account master data, related settings for FM commitment items, and of the critical nature of the proper settings.

#### *Potential Impact*

- The design of the GL account master data should provide a solid foundation to support the City's business processes and financial reporting requirements.
- Proper integration between GL accounts, commitment items, and cost elements should support business processes and internal and external reporting for multiple methods of accounting (full accrual, modified accrual, budgetary, grant, and cash accounting).

#### *Recommendation*

- Continue to work aggressively on cleansing and finalizing the GL chart of accounts.
- Finalize the majority of the elements of the chart of accounts with proper integration of commitment items and cost elements as early as possible in realization. This work is critical for overall configuration, including configuration of the split processor in the new GL and for integration testing.
- Consider the following when developing the chart of accounts because of the critical nature of master data for integration during configuration:
  - Create GL accounts at the lowest possible level to capture all necessary financial information for internal and external reconciliation, analysis, and reporting. That will help facilitate the proper use of financials.
  - Ensure that the proper budgetary, modified accrual, and full accrual accounts (with related contra accounts) are included for automatic recording and reconciliation of the different bases of governmental accounting that are required.
  - Avoid placing the GL accounts too close to each other within the number range to allow room for future growth.
  - Set up multiple GL reconciliation accounts for



- each bank account even, if the bank reconciliation functionality is not currently being considered for all existing bank accounts.
- Record investments at the most detailed level possible to provide for full financial reporting rather than having to rely on information from subsystems (recording by type of investment: corporate bonds, corporate notes, common stock, preferred stock, commercial paper, federal agency notes, and so on). Include all the necessary GL accounts for each type of investment (premium, discount, accrued interest, purchased interest, GASB 31 market value adjustments, and so on).
  - Do not include memo-type accounts in the GL (budget, bonds authorized and unissued, and so on)
  - Provide for the technically required asset GL accounts (and related gain/loss accounts) for posting of modified and full accrual depreciation areas to allow for full calculations of gains and losses on fixed assets.
  - Do not include any other dimensions, such as organizational, programmatic, funding, project, and so on, in the GL accounts.
  - Provide necessary GAAP-only accounts that will allow posting and reconciliation of unbudgeted items such as compensated absences, payroll accruals, and other accruals and deferrals. Include contra accounts to isolate, net out, and carry-forward balances that represent modified accrual-only and full accrual-only postings (capital outlay or depreciation expense, debt proceeds or debt payable, debt repayments or reduction of debt liabilities, amortization of debt premium and discounts, short- and long-term compensated absences, and so on).
  - Group fixed assets, contra accounts, and depreciation accounts by depreciation area.
  - Provide for revenue cost elements (instead of statistical revenue elements) in controlling (CO) to allow for possible distribution using CO functionality.



*Finding Risk Level*      High

*Address-By Date*      Early in realization

## Functional Area Design

### Functional Area Design

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The functional area is generally considered part of FM, but the design is discussed at a high level to support Comprehensive Annual Financial Report (CAFR) reporting of activities.</li> <li>▪ No list of proposed functional areas existed for review, but it appeared that team was leaning toward a four-digit functional area design.</li> </ul>
<i>Potential Impact</i>	Limiting the functional area to four digits could limit any ability to support future reporting requirements without reworking the design.
<i>Recommendation</i>	Consider using all 16 digits for the functional area. The functional area can be designed to facilitate governmentwide, CAFR, and internal reporting requirements. When creating functional areas, SAP recommends using all 16 digits from the start, based on the recommended structures (function/subfunction, process/subprocess, activity/subactivity, and task/subtask), filling all unused lower-level structures with zeros to provide room for future requirements including implementation of activity-based costing.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before realization

## Basic Functions and Processing: GL

### GL Journal Entry Process

<i>Finding</i>	The design of the journal entry (JE) and approval process includes inaccurate information. The blueprint indicates a manual approval process where a departmental user parks the JE document (incomplete). The department supervisor then approves the document by saving the parked document as complete. The
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comptroller's office reviews the parked complete documents and posts them. In SAP software, budget is not checked when parking the JE because this status allows an incomplete document. Budget is checked when the parked document is saved as complete.

*Potential Impact*

Design will not allow for budget checking when a departmental user initially parks a JE.

*Recommendation*

- Update the JE approval process in the blueprint. If the initial entry by departmental users must check budget availability, parked documents must be saved as complete.
- Consider changing editing options for all users to require parked documents to be saved as complete.

*Finding Risk Level*

Medium

*Address-By Date*

Before realization

**Month- and Year-End Process Design**

**Month- and Year-End Process Design**

*Finding*

The FI blueprint included a comprehensive sample listing of month- and year-end tasks for all relevant modules. Other modules such as AP and AR included specifics relevant to those modules.

*Potential Impact*

The design should meet the City's requirements when it is finalized.

*Recommendation*

- Ensure ongoing integrated discussions to finalize the list and process during realization to test processes thoroughly during integration testing.
- Consider adding tasks to the schedule manager.

*Finding Risk Level*

Medium

*Address-By Date*

Before integration testing

**New GL**

**New GL/Split Processor Design**

*Finding*

- The design of the new GL and split processor



appears to be sound and is in alignment with best practices for fund accounting.

- A decision remains open on whether to split by grant in addition to fund and business area.

*Potential Impact*

- Proper posting of financial data to the new GL ensures an ability to record all accrual- and cash-based information for fund accounting. That includes modified accrual, full accrual, and cash information balanced by fund, business area, and, if needed, grant and allows for full financial statements by these objects or object groups. All fund accounting reporting must be done in new GL tables (or the values from these tables must be extracted to SAP NetWeaver Business Intelligence).
- Without a split by grant, some grant reporting requirements might not be met.

*Recommendation* Split by fund, business area, and grant.

*Finding Risk Level* High

*Address-By Date* Start of realization

**GL Conversion, Interfaces, and Enhancements**

**GL Balance Conversions**

*Finding*

- The strategy for GL balance conversion has not been finalized.
- Ongoing discussions on whether to convert detailed transactional data for the period from fiscal year-end before go-live through go-live or if summary transactional data by period is sufficient to meet year-over-year reporting requirements.

*Potential Impact*

- Conversion of detailed transactional data is not recommended and will have a serious, negative impact on the project.
- Functional specifications for balance conversions cannot be completed until the conversion strategy is complete.

*Recommendation*

- Finalize the balance and transactional conversion strategy as soon as possible.
- Include this strategy as part of a comprehensive



- strategy for the data of all modules.
- Convert summary transactional data by period to facilitate year-to-year comparative reporting if possible.

*Finding Risk Level* High

*Address-By Date* Early realization

**GL Enhancements**

*Finding* The enhancement for the allocation of interest by fund does not have a proposed solution approach.

*Potential Impact* Development could affect several areas, including new GL and treasury.

*Recommendation*

- Formalize requirements and propose a solution as soon as possible.
- Research the feasibility of using the planned solution for average daily balance distribution (ADB) from SAP instead of taking the time for and incurring the costs of developing a custom solution. An ADB solution is planned for release in enhancement package 4 from SAP. If the scheduled timing of the go-live does not allow waiting for the enhancement package, try to get information on the planned approach to design a solution based on the solution from SAP, if possible.

*Finding Risk Level* Medium

*Address-By Date* Early realization

Accounts Payable (AP)

Vendor Master Data Design

**Vendor Master Data Maintenance**

*Finding* The office of the comptroller is to maintain the general and accounting data for the vendor master record. The purchasing and contracting department is to maintain purchasing data. The MM reviewer indicates that there was no mention of purchasing or contracting



involvement in the MM blueprint. The MM team stated that all vendor maintenance was the responsibility of the comptroller's office.

<i>Potential Impact</i>	Integration between the comptroller's office and the purchasing office might be lacking.
<i>Recommendation</i>	Hold integrated sessions with the accounts payable and MM teams to ensure that all agree with the design and understand the impact on their individual blueprints.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Early realization

## Basic Functions and Processing (AP)

### AP Invoice Processing

<i>Finding</i>	AP invoice processing is being changed from centralized entry in the comptroller's office to decentralized entry by departments. The stated reason for the change is to decrease the number of delayed or lost invoices. Decentralization of PO-related invoices will not necessarily resolve these issues and is not considered a best practice.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ The issue of delayed and lost invoices might not improve.</li> <li>▪ More training will be required to train departmental users to enter PO-related invoices and to deal with the errors and issues that arise related to the processing.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Consider revising the process to have vendors send PO-related invoices to the comptroller's office rather than individual departments. Invoices could then be processed more efficiently using the features and functions of logistics invoice verification (LIV). Training could then be maximized for the centralized processing group. Goods receipts would still be decentralized, as they are now.</li> <li>▪ Hold integrated business process design sessions between the AP and MM teams to ensure that processes will meet the intended requirements if a decision is made to move to decentralized invoice</li> </ul>



entry.

*Finding Risk Level* Medium  
*Address-By Date* Before realization

### **AP Invoice Processing: Other**

<i>Finding</i>	<p>The invoice processing blueprint is documented at a very high level and many of the expected process details are missing. The following are examples:</p> <ul style="list-style-type: none"> <li>▪ No documentation of proposed tolerance settings.</li> <li>▪ The third-party payments process is vague and confusing.</li> <li>▪ The requirement and the proposed solution for various types of retainage is vague and confusing, with no discussion of the related accounting or of how retainage amounts will be managed – apart from the statement that the retainage amounts will be blocked for payment. The AP conversion list includes an item for conversion of contract retention balances that indicates that specific accounting requirements need to be included.</li> <li>▪ Scanning of invoices is discussed in blueprint document P-AP034-Invoice_Processing_v1.1.doc, but it is unclear whether the assumptions in section 3.10 2a and b of assumptions and issues reflect the City's current status or plans concerning imaging hardware and software for its departments.</li> <li>▪ The description of process flows and events indicates that both non-PO-related invoices and PO-related invoices will be initially parked, at which time they will check for budget availability. Non-PO-related invoices must be parked as complete to check budget availability</li> <li>▪ The description of PO-related invoice process flow and events indicates that LIV invoices entered before the related goods receipt will be put on hold. The best practice is for such an invoice to be blocked for payment.</li> </ul>
<i>Potential Impact</i>	Inability to determine the proper design and configuration to accommodate these processes in realization.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Determine and add proposed tolerance levels for the</li> </ul>



various tolerances to be configured.

- Document the third-party payments process in more detail to help ensure that requirements will be met.
- Document the retainage requirements and process, including the required accounting and ongoing management in more detail to ensure requirements will be met.
- Clarify whether imaging hardware and software will be in place for required departmental scanning. If it is not, will the proposed work-around be acceptable?
- Clarify that non-PO-related invoices must be parked and saved as complete to check budget. Basic parked documents (incomplete) do not check budget.
- Revise the PO-related invoice process flow to show that such invoices processed before posting the related goods receipt (GR) will be posted and blocked for payment until the GR is posted.

*Finding Risk Level* High

*Address-By Date* Before realization

## Accounts Receivable (AR)

### Account Receivable (AR)

#### General Comments

- Finding*
- Because of time constraints and because blueprint documents were not received in advance, the reviewer was unable to examine all documents thoroughly.
  - The reviewer can make only high-level findings and recommendations based on a limited review of documents and brief interview sessions on site.

*Potential Impact* Issues might go undetected.

*Recommendation* Consider having an additional blueprint review of AR and cash management.

*Finding Risk Level* High

*Address-By Date* As soon as possible



## Customer Master Data Design

### Customer Master Data Design

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The design of the AR customer master appears to be thorough.</li> <li>▪ Conversion of customers from four external systems is expected to result in a major cleansing effort for existing customers</li> <li>▪ SAP Interactive Forms software by Adobe is being considered for new vendor requests.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ The design should support requirements.</li> <li>▪ Cleansing efforts could be very time-consuming.</li> <li>▪ Use of SAP Interactive Forms for new vendor requests could significantly decrease the workload for creating customers manually.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Start cleansing efforts early and ensure that staffing is adequate to complete the procedure.</li> <li>▪ Decide on the use of SAP Interactive Forms to facilitate customer creation early in realization.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Realization

## Basic Functions and Processing (AR)

### AR Functions and Processing

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ Three general AR scenarios are addressed:             <ul style="list-style-type: none"> <li>○ Scenario 1: external billing systems interface to AR (six systems)</li> <li>○ Scenario 2: customer and invoice entered directly in AR</li> <li>○ Scenario 3: external billing systems revenue posting to GL (nine systems)</li> </ul> </li> <li>▪ No indication of how many departments will enter invoices directly in AR (scenario 2).</li> <li>▪ The complex nature of AR processes and interfaces required by the City warrant further review.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Issues might go undetected.</li> <li>▪ Development effort might be under-estimated.</li> </ul>



<i>Recommendation</i>	Consider having an additional blueprint review to focus on AR and cash management.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before realization

## AR Interfaces and Forms

### AR Interfaces

<i>Finding</i>	<ul style="list-style-type: none"> <li>AR involves ongoing interfaces with six external systems and is expected to result in a major development effort.</li> <li>There are two outstanding issues concerning CUBS interfaces and the calculation of interest charges.</li> </ul>
<i>Potential Impact</i>	Heavy impact on the development schedule and budget.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>Document the interface functional specifications as soon as possible.</li> <li>Resolve outstanding issues as soon as is practical in realization.</li> </ul>
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	Realization

### AR Billing Forms

<i>Finding</i>	<ul style="list-style-type: none"> <li>The current design is to create billing forms for various AR invoices for invoices entered directly into SAP software (scenario 1) and for invoices interfaced from external systems (scenario 2) via correspondence. Since AR in SAP software does not include a billing engine like the one available in the SD module (not in scope), it is unclear from the blueprint how invoice billing forms will be generated and the amount of development effort involved.</li> <li>At the time of the Review, no sample billing forms had been gathered.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>Expectations for forms might be more complicated than anticipated.</li> <li>Billing forms that can be generated using AR correspondence might not meet the City's</li> </ul>



expectations.

*Recommendation*

- Gather a sample of all required forms as soon as possible to determine expectations.
- Complete functional specifications for forms as soon as possible.

*Finding Risk Level*

Medium

*Address-By Date*

- Sample billing forms: before realization
- Functional specifications: as early as is practical in realization



## Materials Management (MM)

### Organizational Structure

#### Level of Detail in Blueprint

<i>Finding</i>	For the most part, the blueprint contains definitions of functionality. The assignment of values to the organizational elements should be made and documented in the blueprint document (example: plant 0001 = City of San Diego – will have purchasing organization 0001 assigned).
<i>Potential Impact</i>	Organizational structures should be defined and documented to enable integration further and eliminate potential conflicts with other teams that might make other assumptions.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Update the blueprint document with detailed values and structures.</li> <li>▪ Add details on who in the support organization will be the owner of these elements and responsible for maintaining them. It is not advisable to have a power user with configuration access.</li> <li>▪ Ensure that the blueprint document reflects the actual business intent. The blueprint reflects use of shelf-life expiration, but interviews with team members indicate otherwise: assignment of shipping point without use of the sales and distribution module.</li> </ul>
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	Early in realization

### Logistics Master Data

#### Conversion Functional Specifications Missing

<i>Finding</i>	No conversion functional specifications written.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Level of effort for required conversions cannot be estimated.</li> <li>▪ Technical specification cannot be written.</li> </ul>



- Coding of conversion programs cannot be written until the data map and technical specifications are complete.
- Flow-down could affect training, testing, and even the go-live.

*Recommendation* Complete data mapping and functional specifications as part of the blueprint as identified in the SOW. These tasks should be completed as soon as possible.

*Finding Risk Level* High

*Address-By Date* Before realization

**Level of Detail in Blueprint**

- Finding*
- For the most part, the blueprint document for master data information was gleaned from SAP help that describes functionality. The document should contain more detailed information on how the master data objects are to be used by the City, by whom, how the master data object helps to accomplish those tasks, and who will be responsible for maintaining the objects.
  - Example: in reference to hazardous materials, the document states, “The City expects to link the specification sheet to material master.” If this is a requirement, the document must outline how it will be accomplished within the project scope.
  - No mention is made of pricing and output conditions, classification data, or standard texts.

- Potential Impact*
- Use of master data is shared throughout the system. One-sided definitions of shared objects should be avoided to avoid process instability.
  - Undefined requirements can lead to scope creep, causing timeline and budgetary conflicts.

- Recommendation*
- Validate the content of the existing documentation and replace words like might, could, and may with more definitive statements to reflect the actual expected process.
  - Ensure that usage of master data elements such as service master are well defined. If service masters are not going to be used, or used very lightly, it should be so stated. If they are to be used at all, their



- use should be fully defined and tested.
- Identify expected volumes of each master data element type to enable planning of training system sizing and cutover scheduling.
- Elaborate on the use of pricing and output conditions.
- Determine use of standard texts and requirements to load during cutover.

*Finding Risk Level* Medium

*Address-By Date* Early in realization

**Inclusion of As-Is and To-Be**

*Finding* Inclusion of as-is and to-be process designs.

- Potential Impact*
- Provides a single location for other process teams to find details on process improvement or change.
  - Identifies the completion of process requirements.

*Recommendation* Continue to take this approach and identify as many process changes and improvements as possible.

*Finding Risk Level* None

*Address-By Date* None



## Purchase Requisition

### Definition of Document Types

<i>Finding</i>	Document types need clearer definition. No mention is made of the types of documents to be created. Document types, number ranges, determination of field selection, and use of documents are not defined.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Many work processes, including release strategies and workflow, depend on requisitions. Lack of definition of these elements prevents further prototyping and development of follow-on functions.</li> <li>▪ Business process and procedures (BPPs) and other training material development cannot begin until processes and procedures are defined.</li> <li>▪ Use of incorrect document types can affect material requirements planning (MRP) and cause unintended purchases.</li> </ul>
<i>Recommendation</i>	Follow the identification given in the SOW.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	As soon as possible: before realization



## Definition of Release Strategies and Workflow

<i>Finding</i>	It has been determined that release strategies will be used and that, according to the blueprint, the determination will be based on material group, storage location, and total value of the line item. Further analysis should be done to clarify the criteria used to determine a release strategy and the routing of purchase requisition approvals.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Requisitions being routed improperly could lead to a violation of City policies.</li> <li>▪ Not all the appropriate values would be used to determine the proper approval levels and routings.</li> <li>▪ Routing of requisitions for approval to inappropriate parties.</li> <li>▪ Workflow configuration cannot be defined or tested until the detailed process flow is defined.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Clearly define the release strategies. The type of purchase or type of requisition being made should also be evaluated (asset purchase or commodity item).</li> <li>▪ Consider using item category, account assignment, and document type as criteria.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	As soon as possible: before realization

## Use of P-Card

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ Use of P-card as a “primary and mainstream procurement process” should be seriously reconsidered. P-cards are not restricted by budgetary constraints and allow users to overrun budgets.</li> <li>▪ P-cards do not limit a cardholder to particular types of spending.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Creation of financial liabilities without having available funding available.</li> <li>▪ P-cards bypass approvals normally in place to prevent inappropriate purchases.</li> </ul>



*Recommendation* Work with the funds management team to establish a procedure for use of P-cards to reduce the potential of cost overruns at the end of the fiscal year. One potential process would be to establish an emergency fund to act as a funding source against which earmarked funds could be created and posted against to enable the tracking and evaluation of P-card spending.

*Finding Risk Level* High

*Address-By Date* As soon as possible: before realization

### Procurement of Assets

*Finding* Two methods are described in the blueprint document. The method used for the procurement of assets should be chosen and documented.

*Potential Impact*

- Process flow cannot be established.
- Roles and authorizations cannot be finalized.
- Requisition field selection cannot be finalized.
- Training and BPPs cannot be written.

*Recommendation*

- Choose the method to be used for the procurement of assets and update the blueprint.
- Consider methods to ensure items procured are properly identified as assets.

*Finding Risk Level* Medium

*Address-By Date* As soon as possible: before realization

### Requisition RICE-FW Objects

*Finding*

- Two forms (form for PR print and sole source request) and one report (stale requisitions report) are identified in the requisition blueprint document but are not identified on the RICE-FW spreadsheet
- Although it is possible to output the item overview or a screenshot of a requisition, there are no standard output transactions or standard forms defined for the output of a requisition.
- Functional specifications have not been written for the conversion of open requisitions.

*Potential Impact*

- Cost and schedule overruns due to additional



- programming requirements.
- Missing expected functionality.
- Project delays due to missing specifications.
- Additional project costs to cover the expense of additional staff needed to accomplish specifications while completing planned realization phase tasks to stay on schedule.
- Overburdened team members working longer than planned work schedules to catch up.

*Recommendation*

- Validate that the requirements still exist for the referenced forms and report.
- If the objects are still required, add them to the RICE-FW list and begin writing functional specifications to enable the technical teams to determine the level of effort and scheduling priority accurately.

*Finding Risk Level* Medium

*Address-By Date* Before realization ends

**Request for Quotation**

**Definition of Forms**

*Finding* Two forms are identified in the blueprint document for RFQs, one of which is not on the RICE-FW list (form for comparison printing).

*Potential Impact*

- Cost and schedule overruns due to additional programming requirements.
- Missing expected functionality.
- Conversation with functional team indicates an intention to stay as close to standard functionality as possible. Remaining as standard as possible will limit additional work effort and eliminate unnecessary custom development

*Recommendation*

- Validate that the requirements still exist for the referenced forms.
- Ensure that both are on the RICE-FW list (if the objects are still required) and begin writing functional specifications to enable technical teams to determine the level of effort and scheduling priority accurately.



*Finding Risk Level*      Low

*Address-By Date*      As soon as possible: before realization

**Functional Conversion Specification**

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*Finding*      Conversion specification for the migration of open legacy RFQ and bid documents has not been completed.

*Potential Impact*

- Project delays due to missing specifications.
- Additional project costs to cover the expense of additional staff needed to accomplish specifications while completing the planned realization tasks to stay on schedule.
- Overburdened team members working longer than planned work schedules to catch up.

*Recommendation*      Complete conversion specifications and data maps.

*Finding Risk Level*      High

*Address-By Date*      As soon as possible: before realization

**Purchase Order**

**Functional Conversion Specification**

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*Finding*      Conversion specification for the migration of open legacy purchase order documents has not been completed.

*Potential Impact*

- Project delays due to missing specifications.
- Additional project costs to cover the expense of additional staff needed to accomplish specifications while completing planned realization phase tasks to stay on schedule
- Overburdened team members working longer than planned work schedules to catch up.

*Recommendation*      Complete functional specifications.

*Finding Risk Level*      High

*Address-By Date*      As soon as possible: before realization



## Emergency PO to Accommodate P-Card Purchases

<i>Finding</i>	<p>Two possible methods for the creation of purchase orders for emergency purchases were discussed:</p> <ul style="list-style-type: none"> <li>▪ Automatically at goods receipt</li> <li>▪ Manually after P-card purchase</li> </ul> <p>An alternative to using P-Cards as a primary method of procurement should be investigated.</p>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Lack of funding, particularly at the end of the fiscal year, will prevent the purchase order from creating suppliers, who will not receive payment because the PO cannot be created.</li> <li>▪ Additional workload by finance and those responsible for budget to ensure that the funds are available.</li> <li>▪ Purchases are not controlled and compliance with procurement rules is not enforced.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Review use of P-card purchases to determine the cause of emergency purchases.</li> <li>▪ Implementation of SAP SRM to reduce paper flow and enhance usability of the procurement system.</li> <li>▪ Work with the FI-FM team to design a methodology to ensure that funds are available to cover P-card purchases.</li> <li>▪ Implement a review process to ensure accountability.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	As soon as possible: before realization

## Definition of Release Strategies and Workflow

<i>Finding</i>	<p>It has been determined that release strategies will be used and that, according to the blueprint, the determination will be based on total value of the document. Further analysis should be done to clarify the criteria used to determine a release strategy and the routing of purchase order approvals.</p>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Purchase orders not being routed properly could lead to the violation of City policies.</li> <li>▪ Not all of the appropriate values would be used to determine the proper approval levels and routings.</li> <li>▪ Routing of purchase orders for approval to</li> </ul>



inappropriate parties.

- Workflow configuration cannot be defined or tested until a detailed process flow is defined.

*Recommendation*

- Clearly define the release strategies. The type of purchase or type of requisition being made should also be evaluated (asset purchase or commodity item).
- Consider using item category, account assignment, and document type as criteria.
- Coordinate design of release strategies with design of purchase order workflow.

*Finding Risk Level* Medium

*Address-By Date* As soon as possible: before realization

**Integration with Finance**

*Finding*

- City payment terms should be discussed with the AP department to ensure that City requirements are met. Standard SAP software does not support a requirement for payment to be issued depending on the latest receipt of invoice or goods receipt.
- Use of terminology like earmarked funds is inconsistent with normal functionality, especially in regard to project funding.

*Potential Impact*

- Procurement needs to be aware of payment terms when negotiating to ensure that best pricing is received.
- Miscommunication of payment terms can cause friction with suppliers.

*Recommendation*

- Discuss payment terms with AP.
- Discuss earmarked funds with FM, especially as related to project funding and contracts.
- Discuss the update profile with FM to ensure that both teams are aware of the strategy to convert encumbrances to actual expenses.

*Finding Risk Level* High

*Address-By Date* As soon as possible: before realization



## Contracts (Purchasing and Construction)

### SAP SRM and SAP Procurement for Public Sector

<i>Finding</i>	No mention is made of using the SAP SRM application or the SAP Procurement for Public Sector package. The Axon SOW calls for the public tendering and contract and administration components of SAP SRM.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Lacking this functionality, the City is limited in its ability to take advantage of the prescribed functions.</li> <li>▪ Increased costs for interfaces and manual operations normally performed by standard functionality.</li> <li>▪ Continued reliance of legacy systems.</li> <li>▪ Increased document creation and management costs.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Clarify requirement with the City.</li> <li>▪ Update documentation to reflect the actual component implementation schedule</li> <li>▪ Evaluate use of SAP ECC for general requestor purchasing if SAP SRM and SAP Procurement for Public Sector are to be used. Use of SAP SRM shopping carts reduces maverick buys and directs purchases to suppliers with whom pricing agreements exist to reduce expenditures.</li> </ul>
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	As soon as possible: before realization

### Functional Conversion Specification

<i>Finding</i>	Conversion specification for the migration of open legacy outline agreement (contract) documents has not been completed.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Project delays due to missing specifications.</li> <li>▪ Additional project costs to cover the expense of additional staff needed to complete specifications while completing planned realization phase tasks to stay on schedule.</li> <li>▪ Overburdened team members working longer than planned work schedules to catch up.</li> <li>▪ Contracts not loaded and price discounts not taken.</li> <li>▪ Contract specific documentation not referenced by</li> </ul>



purchase orders.

*Recommendation* Complete conversion specifications.

*Finding Risk Level* High

*Address-By Date* As soon as possible: before realization

**Contract Type and Numbering**

*Finding*

- Type of contract used and the numbering scheme for each should be outlined in the blueprint.
- Discussions with the functional team members indicate that the contract number will be manually assigned and will come from the originating requisition.

*Potential Impact* Conversion specifications require document type and numbering schemes to load legacy documents.

*Recommendation* Update the blueprint document.

*Finding Risk Level* Medium

*Address-By Date* Before end of realization

**RICE-FW Object Definitions**

*Finding*

- The blueprint document indicates no workflow for contracts, but interviews with team members show an intention to have a notification sent to the responsible approver at the \$1,000,000 level. This point should be clarified.
- An enhanced weekly, monthly, and annual outline agreement report is included in the blueprint but not on the master RICE-FW list.
- SAP NetWeaver BI reports listed in the construction contracts file are not listed on the master RICE-FW file. If additional development is required, they should be added to the file.

*Potential Impact*

- Project delays due to missing specifications.
- Additional project costs to cover the expense of additional staff needed to complete specifications while completing planned realization phase tasks to stay on schedule.
- Overburdened team members working longer than



- planned work schedules to catch up.
- Missing functionality.

- Recommendation*
- Complete conversion specifications.
  - Validate that FRICE-FW objects are still required and update the blueprint document as appropriate.

*Finding Risk Level* Medium

*Address-By Date* As soon as possible: before realization

## Receiving

### Process Definition

- Finding*
- Use of service entry sheets is heavily discussed. The use of this functionality should be verified and finalized.
  - Use of purchase order creation in the background based on goods receipt should be verified and removed from the blueprint if necessary.
  - Tolerances at receiving are quantity-based only. Requirement states tolerance of 10% of quantity or \$400, whichever is less.

- Potential Impact*
- Additional configuration to support processes that might be unnecessary.
  - Regulatory compliance issue with receiving personnel having required authorization to create PO transaction.
  - Complicated transactions cause confusion and decrease user acceptance.
  - Additional reporting requirements.

- Recommendation*
- Clarify processes and document appropriately.
  - Work with AP to define invoice tolerances.

*Finding Risk Level* Medium

*Address-By Date* As soon as possible: before realization

## Inventory

### Functional Conversion Specification

*Finding* Conversion specification for the migration of inventory



has not been completed.

*Potential Impact*

- Project delays due to missing specifications.
- Additional project costs to cover the expense of additional staff needed to complete specifications while existing staff completes planned realization phase tasks to stay on schedule.
- Overburdened team members working longer than planned work schedules to catch up.
- Errors in tasks due to rush to catch up.

*Recommendation*

Complete conversion specifications.

*Finding Risk Level*

High

*Address-By Date*

As soon as possible: before realization

**GR/GI Slip and Service Entry Sheet**

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*Finding*

GR/GI slip and service entry sheet are to remain standard forms without modification.

*Potential Impact*

Reduces programming effort.

*Recommendation*

None

*Finding Risk Level*

None

*Address-By Date*

None

**Consumption-Based Planning (MRP)**

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*Finding*

Use of MRP is defined but how the City will use the functionality is not described.

*Potential Impact*

- Functionality might not be configured.
- Automated planning of requirements and automatic generation of purchase requisitions will not be enabled.
- Additional workload on warehouse staff to plan and evaluate inventory levels.
- Reorder points and safety stock levels would need to be calculated manually.

*Recommendation*

Define what functions of consumption-based planning will be used to enable configuration during realization.



*Finding Risk Level*      Low

*Address-By Date*      Early in realization

**RICE-FW Object Definitions**

*Finding*                      The blueprint calls for 15 reports for physical inventory, but only two are listed in the development object listing.

*Potential Impact*

- Project delays due to missing specifications.
- Additional project costs to cover the expense of additional staff needed to complete specifications while completing planned realization phase tasks to stay on schedule.
- Overburdened team members working longer than planned work schedules to catch up.
- Missing functionality.

*Recommendation*

- Complete conversion specifications.
- Validate that RICE-FW objects are still required and update the blueprint document as appropriate.

*Finding Risk Level*      Medium

*Address-By Date*      As soon as possible: before realization

**Functional Specification for Conversion of Historical Material Movements**

*Finding*                      Conversion specification not completed.

*Potential Impact*

- Project delays due to missing specifications.
- Technical specifications, data maps, and coding cannot be completed.
- Additional project costs to cover the expense of additional staff needed to complete specifications while existing staff completes planned realization phase tasks to stay on schedule.
- Overburdened team members working longer than planned work schedules to catch up.
- Errors in tasks due to rush to catch up.
- Historical data not being loaded.
- Missing reporting capability.

*Recommendation*      Complete conversion specification.

*Finding Risk Level*      Medium



*Address-By Date* As soon as possible: before realization

## Physical Inventory

### Standard Functionality

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<i>Finding</i>	Standard functionality being used to perform physical inventory using standard forms, and the design is appropriate in this area.
<i>Potential Impact</i>	None
<i>Recommendation</i>	None
<i>Finding Risk Level</i>	None
<i>Address-By Date</i>	None

### Functional Specification for Conversion of Historical Physical Inventory Documents

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<i>Finding</i>	Conversion specification not completed for load of historical physical inventory postings.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Project delays due to missing specifications.</li> <li>▪ Technical specifications, data maps, and coding cannot be completed.</li> <li>▪ Additional project costs to cover the expense of additional staff needed to complete specifications while existing staff completes planned realization phase tasks to stay on schedule.</li> <li>▪ Overburdened team members working longer than planned work schedules to catch up.</li> <li>▪ Errors in tasks due to rush to catch up.</li> <li>▪ Historical data not being loaded.</li> <li>▪ Missing reporting capability.</li> </ul>
<i>Recommendation</i>	Complete conversion specification.
<i>Finding Risk Level</i>	Low
<i>Address-By Date</i>	As soon as possible: before realization



## Funds Management (FM)

### Funds Management Derivation

#### Funds Management Derivation

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The City's funds management blueprint does not contain formal documentation for the derivation strategy. Each module (CO, FI, GM, HR, and PS) has a different idea of what will need to be entered and what will be derived. The basic master data design is well documented and provides a solid basis for the development of this document.</li> <li>▪ The standard rules are planned, but the complex cross-module design is incomplete.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Inability to configure the system properly and document integration issues.</li> <li>▪ Potential for overly complex and conflicting rules for derivation.</li> <li>▪ Without derivation, end-users might be required to know information beyond a manageable level.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Treat this issue as a priority that must be addressed by the integration team lead and the team as a whole. This issue cannot be solved by the funds management team alone.</li> <li>▪ Engage an integration team lead who is an SAP-Certified Integrator of SAP for Public Sector.</li> <li>▪ Hold design meetings across all teams to determine the basic FM derivation strategy.</li> </ul>
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	As soon as possible

### Controlling Objects in FM tables

#### Add the CO Object to FM

<i>Finding</i>	There is no current plan to add the CO objects to the FM tables.
<i>Potential Impact</i>	Difficulty in reconciling FM and CO modules.



<i>Recommendation</i>	Consult SAP Note 139211 that treats the addition of the controlling objects to the funds management tables. It allows writing custom reports against FM tables using CO objects as selection and output criteria.
<i>Finding Risk Level</i>	Low
<i>Address-By Date</i>	Before realization ends

## Multifunded Projects and Grants

### Design for Multifunded Projects and Grants

<i>Finding</i>	The City has many projects with multiple funding sources and grants. There is a need to have some type of automatic splitting of costing between these objects.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Incomplete integrated design could lead to costly custom development.</li> <li>▪ Potential for conflict with derivation strategy design.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Explore the use of the standard functionality of FM rule-based distribution.</li> <li>▪ This effort should be lead by the funds management team in coordination with the integration team lead.</li> <li>▪ Develop a detailed business process list to ensure that the rule design is complete.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Early in realization

## Budget Preparation

### Transition Budget Preparation in FMIS

<i>Finding</i>	The likely delay in the project schedule might affect the budget download for FY 2010.
<i>Potential Impact</i>	The budget preparation for FY 2010 is planned for the FMIS system, but plans do not call for changing the system to reflect the master data in SAP software. That could result in a need for separate budget conversion (FY 2009 is to come from the AMARIS system) mapping.



<i>Recommendation</i>	Actively monitor the project plan schedule and discuss updating the FMIS system to the SAP landscape.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before realization ends

## Legacy Data Conversion

### Legacy Data Conversion

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<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ No clearly developed plan to convert the legacy data for CAFR and other financial and budgetary reports.</li> <li>▪ The level of data conversion required is not clearly understood.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ The CAFR requires prior-year comparisons of budget and actual data. To meet a project objective (CAFR reporting) successfully, a plan to convert the data must be developed or adequate data might be unavailable.</li> <li>▪ Possible delays in the project due to underestimating the effort required for data migration from legacy systems.</li> </ul>
<i>Recommendation</i>	Have the financial and funds management teams coordinate to determine a unified plan for legacy data conversion and migration. A plan should be developed that considers any new reporting design impacts from SAP software. Do not convert line item detail from a legacy system for midyear conversions.
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	Before realization ends

## Financial Integration

### Integration Issues

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<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The project is not managing integration issues on a proactive or detailed level. The existing list of integrations is “not being worked.”</li> <li>▪ During team meetings, several integration issues arose, but none were addressed in a timely fashion. Integration meetings had been “cancelled for the last</li> </ul>
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two months.”

- Interest calculation, standard and actual labor rates, funds management derivation strategy, multifunded projects, and month-end and year-end processing are examples of topics that must be addressed from an integrated approach.

*Potential Impact*

- Integration with other module teams is critical to the project and represents the greatest risk to a successful implementation. Team integration during the current phase of detail design is less than optimal, and erroneous assumptions concerning the total business process seem likely.
- Project management processes that represent and focus on this integration are critical to success.

*Recommendation*

- Engage an SAP-Certified Integrator of SAP for Public Sector immediately to manage the growing list of integration issues.
- Hold workshops with the complete functional teams to determine the fit-gap integration issues outstanding in the current level of design.
- Develop a plan to complete the blueprint design of the critical issues.
- Have the PMO monitor this effort proactively.
- Develop processes to escalate integration issues and communicate them to the entire team.

*Finding Risk Level* High

*Address-By Date* Before realization begins: do not go into the realization phase without addressing this issue



## Grants Management (GM)

### Grant Master Data and General Settings

#### Grant Types

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The City has identified three grant types in the blueprint. The design of one grant type is time-based.</li> <li>▪ There is no grant type for out-going grants, which is required.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Grant types are assigned at the time of proposal. At that time, it might be unknown if a grant is a perpetual grant or a limited time grant. A grant type cannot be reassigned during the life cycle and can lead to inaccurate reporting.</li> <li>▪ Out going pass-through grants must have a unique grant type for successful processing in the system.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Reconsider and possibly eliminate use of the perpetual grant type.</li> <li>▪ Consider using a flexible field on the grant master data if there is a need to track grants by time base.</li> <li>▪ Create a grant type for outgoing pass-through grants.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Early in realization

#### Customer-Defined Fields in Grant Master Data

<i>Finding</i>	There is no plan for the City to use customer-defined fields. The GM team has completed mapping of the available grant master data fields, but has not yet done the field mapping for the required reports.
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Inability to track and report all required dimensions. Potential to have to use an offline tracking system to track grants by an Integrated Disbursement &amp; Information System (IDIS), a HUD requirement, to meet required reporting needs.</li> <li>▪ Some needed reporting data will not be fit into the</li> </ul>



current design.

*Recommendation*

- Reconsider the current mapping of the fields in light of the needed dimensions for the reports. Complete the needed organization of the Schedule of Federal Expenditures and the Community Development Block Grant (CDBG) Activity Summary report and the tracking for Federal Homeland Security reports and HUD.
- Complete the functional specifications for all custom reports and validate all field mapping.
- Explore use of the business data tool set provided by SAP to create customer defined fields for grant reporting.

*Finding Risk Level* Medium

*Address-By Date* Early in realization

**Derivation of Sponsored Program**

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*Finding*

The City has defined the derivation strategy for sponsored program as a combination of fund center, funded program, and functional area.

*Potential Impact*

A unique combination of the three objects requires the creation of many FM objects. The most likely object to be recreated is the functional area, which is usually a derived or defaulted object. It might require creation of many funded programs essentially to represent the sponsored program. A funded program **can be derived only** in a posting, and fund centers and functional areas are usually at a very high level of posting.

*Recommendation*

Use controlling objects; internal orders, and WBS elements to derive sponsored programs. Internal orders will be created for grant use and they can derive not only the sponsored programs but also the grant.

*Finding Risk Level* High

*Address-By Date* Early in realization

**Sponsored Program for CDBG Grants**

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*Finding*

The City plans to develop a custom mapping table to track IDIS activities for the CDBG grants for reporting.



- Potential Impact*
- Additional maintenance activities.
  - The end results are invisible to end user.
  - Standard reports might not provide as much information as needed for custom reports.

*Recommendation* Create detailed mapping of CDBG grants using the sponsored number to include an aspect of the IDIS activity number and reconsider use of custom tables.

*Finding Risk Level* High

*Address-By Date* Early in realization

**Grant Award Type**

*Finding* The City is using the award type field to categorize grants based on legacy data design. It has no real understanding of why bike-lane grants must be broken out. Grant groups can be used for reporting.

- Potential Impact*
- Award type is a field that can be used to categorize grants for the Schedule of Expenditures of Federal Awards (SEFA) report and future account determination if and when resource-related billing is implemented.
  - Grants that use master data elements for noncontrol purposes are more appropriate in a grant group.

*Recommendation* Revisit the planned use of the award type field once complete mapping is done for the required federal reporting specifications.

*Finding Risk Level* Medium

*Address-By Date* Early in realization

**Grant Life Cycle: Out-Going Grants**

*Finding* The City plans to use out-going grants, but this life cycle has no process flow.

*Potential Impact* Configuration based on an incomplete design might be incorrect if the process flow is not designed.

*Recommendation* Complete a process flow for the out-going grants.



*Finding Risk Level* Medium  
*Address-By Date* Early in realization

**Grant-Funded Assets**

*Finding* Grant-funded assets will be purchased or constructed, but there is no plan to address depreciable lives that are longer than the grant life. The grant life-cycle processes should be updated to include the asset processes: depreciation, retirement, transfer, and so on.

*Potential Impact* The depreciation postings will post incorrectly if the grant is not set to the appropriate status.

*Recommendation* Develop a custom user status for grants that have depreciable lives longer than the grant life.

*Finding Risk Level* High  
*Address-By Date* Early in realization

**Grant Ledger**

**Grant Ledger Design**

*Finding* The blueprint does not contain a design for grant-ledger balancing and splitting.

*Potential Impact* Grant ledger 90 is the grant reporting and budgeting ledger. If it is improperly designed, configured, and tested, reporting and tracking requirements might be inaccurate.

*Recommendation* Add the dimensions that are split and balanced on (examples: grant; fund; and controlling objects of cost center, internal order, and WBS elements) to the ledger for reporting.

*Finding Risk Level* High  
*Address-By Date* Before realization begins



## Grant Budgeting

### Budgeting Process

<i>Finding</i>	The grant budgeting process must be addressed in detail with a focus on all different types of grant budgets. Budgeting will be manual in the budget office for all grant budgets, which might mean a dramatic increase in workload for follow-on years. There is no carryover function in the current system. It will be handled in the new design and should be addressed.
<i>Potential Impact</i>	Redesigning the grant budgeting processes at a later date might lead to reconfiguration of the system.
<i>Recommendation</i>	Coordinate the grant budgeting process with the City's overall budget plan and the capital budgeting plan and document it in a detailed process.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Early in realization

## Grantor Functionality

### Use of Grantor Functionality from SAP

<i>Finding</i>	Discussion about using the grantor functionality from SAP. The requirements for grantor are not fully documented.
<i>Potential Impact</i>	The grantor functionality requires the implementation of the SAP Customer Relationship Management (SAP CRM) application. Use of SAP CRM is currently not in scope.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Clearly document the business requirements for grantor functionality.</li> <li>▪ Explore use of an application from Business Objects, an SAP company, to meet strictly demographic requirements.</li> </ul>
<i>Finding Risk Level</i>	Low
<i>Address-By Date</i>	Early in realization



## Grant Life Cycle

### Grant Life-Cycle: Business Process Reengineering

<i>Finding</i>	The grant life-cycle process proposed changes to the design of business process reengineering (BPR) that have not yet been approved by the City Council.
<i>Potential Impact</i>	There is a possibility that the BPR might revert to the current administrative guidelines for grant regulations and that there might be a need to modify the process flow. That could require rework of some integrated processes.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Ensure that a timely decision is made and that the grants management design is adaptable if the BPR recommendations are not adopted.</li> <li>▪ Track resolution of this issue on the centralized issues list.</li> <li>▪ Set a deadline for a decision and monitor its impact on the grants process.</li> </ul>
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	As soon as possible

## Grant Billing Process

### Grant Billing Process

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The design for grant billing is completely in the accounts receivable module.</li> <li>▪ Grant manual billing and the grant ledger design require preparation for the use of resource-related billing in the future and of manual billing. There is no specific process flow or documentation for how grants will be billed.</li> <li>▪ Grants can be billed on a payment or expense basis: no plans exist for these options.</li> <li>▪ Payroll billing has unique requirements that must be documented.</li> <li>▪ The billing process must consider payment for amounts that differ from those billed (disallowed costs).</li> <li>▪ The report listed for use in grant billing must be tested to see if it works for a completely manual</li> </ul>
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process.

*Potential Impact*

- An incomplete design can require reconfiguration or additional development.
- Assumptions about the overall process might have gaps that will not be identified in a timely manner.
- A delay in completing the realization phase to finish the billing design.

*Recommendation*

- Develop a grant-specific and complete billing process from expense or payment trigger to final payment received.
- Include all tools, reports, and integrated processes (Federal draw-down) that must be tested.
- Include scenarios for disputes and any unique billing requirements.

*Finding Risk Level* High

*Address-By Date* As soon as possible

**Grant Data Conversion**

**Legacy Data Conversion**

*Finding*

- A number of outstanding grants have not been cleaned up in the legacy tracking system.
- A determination of inception-to-date or current-fiscal-year-only data conversion must be made.

*Potential Impact*

- Inability to map data for conversion into GM.
- Data conversion strategy might affect reporting requirements.

*Recommendation*

- Ensure that all data clean-up occurs in the legacy systems.
- Begin the data clean-up effort immediately with the assistance of the grants management team. Note that the grants team will not have the time to perform the actual clean-up.
- Log this issue with the management team and manage it with the legacy data owners.
- Decide on data conversion and address the reporting requirements that are affected.

*Finding Risk Level* High



*Address-By Date* As soon as possible

## Grant Life Cycle

### Integration with Other Modules

#### *Finding*

- The grant blueprint documents address integration with other modules: assets, funds management, project system, controlling, and financials at a very high level.
- Additional process design decision details are needed.
- Integration is not currently addressed in a timely manner: integration meetings have been cancelled for the “last two months.”
- For example, multifunded grant capital projects are within the grants management reporting requirements but there is no consensus among the team how to handle this issue.
- Interest allocation to grants has not yet been designed and validated with the grants management team for integration purposes.
- The use of standard or actual rates has not yet been communicated to the grants management team for validation of design.

#### *Potential Impact*

- An incomplete integration design could lead to unmet requirements and potential rework for all the affected modules.
- The design of the billing standard rates or actual might affect the ability to be fully reimbursed for all grant expenses.
- Design of the interest allocation should include grants management to ensure compliance with grantor requirements.

#### *Recommendation*

- Appoint a team member as integration manager. The team member should be an SAP-Certified Integrator for SAP for Public Sector.
- Maintain an integration issues list in sufficient detail to allow priority of scheduling the solution to the issues.
- Set deadlines for integration decisions and monitor them for their impact on the grants process.



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*Finding Risk Level*      High

*Address-By Date*      As soon as possible



## Project System (PS)

### Project Staffing

#### Increase the Size of the Project Team in PS

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The subject-matter expert team consists of a single team member from the city controller's office.</li> <li>▪ It has no representation from the capital improvement project department, which is the primary user of the PS module.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Dependence on a single resource will put the project at risk because of the loss of this resource in case of illness, vacation, or leaving the project to accept another position within or outside city government.</li> <li>▪ Lack of user acceptance of the new processes and tools by the major user group.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Add an additional resource from the controller's office to gain the knowledge and back up the current resource.</li> <li>▪ Add two representatives from the CIP division – preferably an engineer and a project manager.</li> </ul>
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	Immediately

### Project Planning and Scheduling

#### Decision to Use Primavera for Project Planning and Scheduling

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ Use of logic in project numbering.</li> <li>▪ Detailed project planning and scheduling will be conducted in the Primavera system instead of using the elegant resource material planning and scheduling capabilities of PS networks.</li> <li>▪ Lack of proper change management techniques to mitigate bad decision making as it relates to major issues like project structuring and planning.</li> </ul>
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ Use of logic in project numbering will make it difficult to create and maintain project structures.</li> </ul>





## Integration with Other Modules

### Integration with FM, GM, FI/CO, AM, and HR Teams

<i>Finding</i>	There are no proper regular integration sessions and meetings with the teams responsible for other modules.
<i>Potential Impact</i>	Since the PS module is a cross-application module, lack of proper integration with other modules and teams will result in an inferior design and inferior processes.
<i>Recommendation</i>	<p>Schedule regular integration sessions with all major functional team leads and resolve the design and process issues with the respective teams on an ongoing basis. The meetings might cover the following:</p> <ul style="list-style-type: none"> <li>▪ FM team for issues regarding the creation of funded program, funding sources, account derivation, availability control, and so on</li> <li>▪ CO team for creation of primary and secondary cost elements, internal activity allocation, project cost settlement, activity type, activity price, and so on</li> <li>▪ AM team for creation of asset under construction, final asset master data, and cost settlements to these objects</li> <li>▪ GM for grant-funded projects and related billing issues</li> <li>▪ HR related to internal resources assigned to the project, authorization and security, and so on</li> <li>▪ FI team for creation of general ledger accounts, month-end and year-end closing, and so on</li> <li>▪ MM team for procurement of materials and external activities, year-end cancellation of unused commitments, and carrying forward remaining commitments and related budgets</li> </ul>

*Finding Risk Level* High

*Address-By Date* Immediately

## Custom PS Report by Funding Source

### Custom PS Report for Commitments and Actuals by Funding Source

<i>Finding</i>	Plan to develop a custom report for project commitments and actuals by funding source.
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<i>Potential Impact</i>	Decision to go ahead with development without evaluating all the standard reports available in other modules like FM will result in unnecessary expenditures of time and resources.
<i>Recommendation</i>	Explore the standard reports available with FM module to satisfy this requirement before proceeding with custom development.
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	Immediately

## Overhead Allocation for Projects

### Current Labor Rates

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<i>Finding</i>	The current plan is to charge projects with labor cost, which is a fully blended cost, including fringe benefits and building-related costs.
<i>Potential Impact</i>	Project reporting for overhead expenses will be impossible because it is included in the labor cost as a single line item entry.
<i>Recommendation</i>	Consider charging labor and overhead rates to the project separately.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	As soon as possible

## Split-Funding Requirements for Project Expense Line Items

### Split-Funding Functionality

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<i>Finding</i>	The project is evaluating custom development to meet the project's multifunding requirements.
<i>Potential Impact</i>	Custom development is costly and might run the risk of extending the project schedule.
<i>Recommendation</i>	Evaluate the split-funding function available in the FM module to meet this requirement.



*Finding Risk Level*      Medium

*Address-By Date*      As soon as possible

## Appropriation Request for Capital Projects

### Investment Management for Planning and Execution of Appropriation Requests

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*Finding*      Processes for appropriation request planning and execution are manual.

*Potential Impact*

- Aggregation of multiple projects within a program is difficult
- The current process is labor-intensive and lacks the capabilities of high-level evaluation and reporting for competing requests for project funding
- Creation of settlement rules for capital projects and the related asset under construction master data is manual and labor-intensive

*Recommendation*

- Use the investment management (IM) module to organize projects in a hierarchical structure representing a program
- IM holds data at a summary level with an ability to drill down seamlessly into PS for transaction-level details, which will significantly accelerate performance in large programs
- Any delivered PS report can be run for an investment program node as well as providing reporting criteria for other reporting tools such as the SAP NetWeaver Business Intelligence component
- IM offers functions for automatic creation of settlement rules and asset under construction master data

*Finding Risk Level*      Medium

*Address-By Date*      As soon as possible

## Project Billing

### Resource-Related Billing

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*Finding*      During the workshop session with the PS team, it was stated that OneSD has no current requirements for



project billing. However, during the integration session, it came to our attention that there is a requirement for project-related billing for grant-funded and other reimbursable projects.

- Potential Impact*
  - Lack of proper evaluation of project billing requirements will result in an inferior project structure design and processes.
  - Lack of coordination with other modules like FM and GM will result in rework during the realization phase.
- Recommendation* Consider implementing resource-related billing functionality with the sales and distribution (SD) module to meet this requirement.
- Finding Risk Level* Medium
- Address-By Date* As soon as possible

## Project Team Member Training

### Project Team Member Training

- Finding* Project team member training is inadequate.
- Potential Impact* Inadequate training of key project team members will result in inferior design decisions.
- Recommendation* Consider providing adequate PS training for key subject-matter experts of the team.
- Finding Risk Level* Medium
- Address-By Date* As soon as possible

## Budgeting for Projects – PS or FM Budget

### Budgeting in FM with Funded Program Equal to the Project Amount

- Finding* Current design uses budgeting in FM only and not in PS.
- Potential Impact* Lack of budgeting in PS will result in losing a key project management control function.
- Recommendation* Consider using the budgeting function in PS, taking into consideration the following distinct (timing) differences in



updating FM and PS budgets which will have obvious differences between PS and FM availability control and reporting:

- The PS budgeting process is based upon commercial, accrual-based accounting. Budgets are committed when the expenditure is scheduled to occur. All PS budgeting functions, including availability control and reporting, are based upon this premise.
- FM in SAP ECC 6.0 is based upon the government premise that funds are committed at the time of the purchase order regardless of the scheduled performance date.

For accurate project reporting related to budgeting, you should rely on FM. Project budget reports may be used for detailed operational purposes for various levels of the project.

Differences between the FM and PS budget reports can be reconciled for the timing differences of the PO items.

Use this function with caution and proper education and training on the distinct differences of updating in FM and PS budget. However, the overall benefits of using the budgeting feature in PS will far outweigh the differences and will serve as a good project management and control tool for the project managers.

*Finding Risk Level* Medium

*Address-By Date* As soon as possible

**Year-End Activities for PS**

**Year-End Activities in PS Not Identified**

<i>Finding</i>	The current design has not identified the requirements for year-end activities for PS.
<i>Potential Impact</i>	Lack of year-end processes will result in incorrect budget and commitment amounts for projects for the new year.
<i>Recommendation</i>	Consider the transactions for closing out unused commitments and carrying the remaining commitments



and related budgets for the projects forward to the new fiscal year. That will be in addition to the normal month-end activities for PS.

*Finding Risk Level*      Medium  
*Address-By Date*      As soon as possible



## Human Resources – Time Management (TM)

### FMLA Workbench

#### Ownership

<i>Finding</i>	Ownership needs to be taken to determine the process for design of the Family and Medical Leave Act (FMLA) workbench.
<i>Potential Impact</i>	If any employee wants to get FMLA, the City has to work manually to determine if the employee is eligible for FMLA. By facilitating this process in SAP software, the FMLA workbench will automatically decide if the employee is eligible for FMLA.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Consider utilizing the FMLA Workbench to decide employee eligibility for FMLA.</li> <li>▪ Communicate with the City and the HR team to learn the advantages of the FMLA workbench.</li> <li>▪ Take ownership to facilitate the process.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before realization

### Leave Balances

#### Leave Balances

<i>Finding</i>	The City does not want employees to enter a leave request that causes a negative quota balance, but employees want to request leave before the quota is earned.
<i>Potential Impact</i>	Unable to complete configuration for leave quotas.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Discuss this question with the City to facilitate the process and find a work-around.</li> <li>▪ Standard SAP functionality recommends and supports negative quota balances. By the end of the year, the number could be positive as an employee reaches the quota.</li> </ul>



*Finding Risk Level* High

*Address-By Date* Before realization

## Cross Application Time Sheet (CATS)

### CATS

*Finding* The functionality for transferring data from CATS to CO has not been defined.

*Potential Impact*

- Ability to transfer data from CATS to CO will be unavailable.
- Cost allocation will not be determined.

*Recommendation*

- Define integration between HR and CO.
- Ensure that the business process clearly defines the data elements to be transferred.

*Finding Risk Level* Medium

*Address-By Date* Before realization

## End-User Training

### Training

*Finding* End-users training plans must be finalized upon completion of the blueprint to support the 10,500 employees who will be entering time, absences, attendances, overtime, and so on into CATS. Because the employees are new to the functionality, it is critical that they understand and analyze the workflow.

*Potential Impact* Without a finalized training plan, timely delivery and completion of end-user training will be at risk, resulting in incorrect entry of time and incorrect labor costing.

*Recommendation*

- Finalize the end-user training plan upon completion of the blueprint.
- Ensure that the end-user training plan outlines the time entry and time approval processes for employees, supervisors, and managers to avoid any discrepancies during time entry or the approval process.



*Finding Risk Level* High

*Address-By Date* Upon completion of the blueprint

**Authorizations**

**Authorizations**

*Finding* Authorizations for who will create, change, and view employee data have not yet been determined.

*Potential Impact* Any employee could have access to change data, which would affect employee's payroll data.

*Recommendation* Decide who will have authorization to change, create, and view employee data.

*Finding Risk Level* High

*Address-By Date* Early in realization

**RICE-FW**

**RICE-FW**

*Finding* Reports, interfaces, conversions, enhancements, forms, and workflows (RICE-FW) objects are not yet finalized. Some have been identified, but action is needed to finalize them.

*Potential Impact*

- All required RICE-FW objects might not be identified and approved for development.
- The objects might be needed to develop a report for pay-in-lieu.

*Recommendation* Communicate with personnel to finalize the RICE-FW objects that will be required.

*Finding Risk Level* High

*Address-By Date* Before realization



## Pay-In-Lieu and Selling Comp Time

### Pay-In-Lieu and Selling Comp Time

<i>Finding</i>	Currently, employees can request pay-in-lieu, taking leave, or comp time by entering a request on their time card. There is a large volume of requests. Payroll has concerns that because the process is very simple for the employee, the new process might prove to be more cumbersome for the employee.
<i>Potential Impact</i>	Putting this type of request through CATS would create a disproportionate number of reports.
<i>Recommendation</i>	Have employees make these requests with a custom process that is similar to a leave request.
<i>Finding Risk Level</i>	Low
<i>Address-By Date</i>	Before realization

## Work Schedule

### Work Schedule

<i>Finding</i>	Work schedules that are captured are sufficient to satisfy requirements.
<i>Potential Impact</i>	Represents the actual working time and deviations from actual working time.
<i>Recommendation</i>	None
<i>Finding Risk Level</i>	None
<i>Address-By Date</i>	None

## LTD and STD Plans

### LTD and STD Plans

<i>Finding</i>	LTD plans that are captured are adequate. The STD plan (identified as industrial leave) has enough information to satisfy requirements.
<i>Potential Impact</i>	Determines illness quota when an employee is entitled



to sick days.

*Recommendation*      None

*Finding Risk Level*      None

*Address-By Date*      None



## Human Resources – Payroll

### Negative Leave Quota Balances

#### Negative Leave Quota Balances

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<i>Finding</i>	The City does not want employees to enter leave requests that result in negative quota balances. However, employees need the means to request future time off before the quota is earned.
<i>Potential Impact</i>	Unable to complete configuration for leave quotas.
<i>Recommendation</i>	Meet with the appropriate personnel and consulting to determine an alternate method or to allow negative leave quotas.
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	Before realization begins

### Dependence on the Financial Project

#### Coding Block for Payroll Posting

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<i>Finding</i>	Coding block for payroll posting has not been finalized.
<i>Potential Impact</i>	Payroll posting attributes are defined and configured during realization. If the attributes are not finalized before the end of realization, reconfiguration and additional unit testing might be required that can affect the project schedule.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Confirm the data elements of the coding block as soon as possible in the FI project.</li> <li>▪ Place the posting to FI configuration tasks in the project plan after the other payroll configuration is complete.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before realization is complete



## Authorizations

### Ownership of Data

<i>Finding</i>	The ownership of the different parts of HCM data has not been decided.
<i>Potential Impact</i>	The ownership of the different parts of HCM data will be the foundation for authorizations. Ownership will determine who has access to create, change, and view employee data.
<i>Recommendation</i>	This decision must be made by the personnel at the City of San Diego. Consulting will assist in this process, but the final decision rests with the City of San Diego.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before parallel processing begins

## Training

### Training Plan

<i>Finding</i>	The project team training plan for the City of San Diego personnel who will be responsible for configuration has not been defined.
<i>Potential Impact</i>	Without training, the city's personnel focus on learning the configuration rather than on making decisions on how to configure so that the City of San Diego enjoys the most benefits.
<i>Recommendation</i>	Schedule payroll configuration classes for the personnel who will be assigned to configuration tasks.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before realization begins

## Payroll Specialist Training

### Training Plan

<i>Finding</i>	The training plan for the City of San Diego payroll
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specialists has not been developed.

<i>Potential Impact</i>	Without training, the city's personnel are unable to support payroll processing.
<i>Recommendation</i>	Develop a payroll training plan for the City's payroll specialists and payroll department employees so that they will receive training at the appropriate time.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	By the start of integration testing in realization

## Family and Medical Leave Act (FMLA)

### End-to-End FMLA Process

<i>Finding</i>	There has been difficulty determining the end-to-end process for FMLA. The City and the departments need to come together to determine the process.
<i>Potential Impact</i>	Payroll can and is prepared to address FMLA from a system perspective. However, the design cannot be completed until the process is determined.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Meet with the appropriate personnel to define and develop the FMLA requirement within HCM.</li> <li>▪ Once defined, document the FMLA business processes to ensure that they are accurate and clearly understood.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before realization begins

## Earliest Retrocalculation Date

### Definition of Retrocalculation Date

<i>Finding</i>	There is no limit on how far back retroactive changes can be made. The City hopes for the fiscal year – at least for time entry. Labor relations suggests allowing two years (because of moving an employee to benefit-bearing status based on the number of weeks or hours
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worked to qualify from part-time and non-benefit bearing status).

<i>Potential Impact</i>	Length of the payroll processing run.
<i>Recommendation</i>	Meet with the appropriate personnel to determine the correct retrocalculation period for the City of San Diego. This is a customer decision: retrocalculation in SAP software will accurately recalculate any number of periods. However one year should be the maximum because that date will reduce processing time for each payroll period. Using employee InfoType 0003, the payroll manager can allow and control exception processing beyond one year.
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Before go-live

## Payroll and Benefit Integration

### Integration

<i>Finding</i>	Configuration of the benefit plan is being planned and documented.
<i>Potential Impact</i>	Processing of employee and employer matching deductions.
<i>Recommendation</i>	Hold periodic meetings to ensure that payroll and benefits are meeting the same expectations.
<i>Finding Risk Level</i>	Low.
<i>Address-By Date</i>	Start of integration testing

## Go-Live Approach

### Timing of Go-Live

<i>Finding</i>	There is concern that the FI go-live is too close to the HCM go-live: that the FI system will not be stable before payroll starts posting to it.
<i>Potential Impact</i>	An inability to report payroll processing results.



- Recommendation*
- Monitor the issue in status meetings leading up to the go-live and make the final go or no-go decision on the planned implementation date.
  - The first pay period in January is the first choice for the go-live. However, if this date is missed, the next date should be the first pay period of the second quarter, because the quarterly totals are accumulated in YTD accumulators and the beginning QTD totals are cleared. Midquarter dates should be avoided because of the complexity of the weekly, monthly, quarterly, and annual balances and the impact on W2 reporting at year-end.

*Finding Risk Level*      Low

*Address-By Date*      Before go-live

## Blueprint

### Completeness of Blueprint

- Finding*      The blueprint does not contain details of the to-be process or functional specifications for RICE-FW objects. Details on the to-be business processes and functional specifications are typically a part of the blueprint in ASAP methodology.
- Potential Impact*
- An incomplete blueprint will negatively affect follow-on phases.
  - Scope will be difficult to maintain.
  - Realization will take longer, with significant problems occurring during testing.
- Recommendation*      Update the blueprint document to provide the additional detail on the to-be business processes.
- Finding Risk Level*      Medium
- Address-By Date*      Before final sign-off on blueprint



## Human Resources – Personnel Administration (PA) and Personnel Development (PD)

### Personnel Enterprise Structure: Personnel Areas and Subareas

#### Employee Group, Subgroups, and Payroll Area

##### *Finding*

- No design for personnel areas has been approved. There are currently two options for the personnel areas: one with 196 areas and one with 70 areas. Axon is waiting for approval of one of the options from project management. The suggested option is number two with 70 personnel areas.
- Personnel areas are the guiding structure for SAP ERP HCM and should be configured first in the IMG.
- Personnel subareas, employee groups, and subgroups will support City of San Diego business processes. The design for personnel subareas was completed, clearly documented, and should meet the business needs of the City of San Diego.
- No decision on the structure of payroll areas has been made. Payroll areas were designed and documented and are awaiting approval from project management.

##### *Potential Impact*

- Delay of the realization phase. Personnel areas and personnel subareas affect the configuration of all modules of SAP ERP HCM. Rules and eligibility of benefits, time, and payroll rely on them.
- Changes to the personnel area and personnel subareas will result in incorrect configuration of other modules. Changes to the areas will result in rework in configuration and could produce incorrect testing results.
- Personnel areas and personnel subareas are the components used for rules and eligibility in authorizations, benefits, time, and payroll.
- Personnel areas and personnel subareas are used to ensure that all processes will be adequately integrated.
- Personnel areas and personnel subareas will be used between each module of SAP ERP HCM for security, employee master data information, time rules, payroll rules, and benefit eligibility.



- Recommendation*
- Approve and use option 1 as provided by Axon. This option provides for 70 personnel areas instead of the original 196.
  - Review option 1 to ensure that personnel areas cannot be combined.

*Finding Risk Level* High

*Address-By Date* Before realization begins

## Employee Master Data

### Employee Master Data

- Finding*
- Legacy systems maintain their own sets of master data. Benefits, personnel, and payroll each has a separate set of employee master data.
  - No strategy for the cleansing of data to be loaded into SAP software has been defined.
  - Incomplete employee master data. Updates to employee master data such as middle name or initial, dependent and beneficiary information, verification of addresses, date of birth, and gender are incomplete.
  - Ownership of data. Benefits, personnel, and payroll each control their own system of master data. A decision on the processes of who will maintain employee master data has been partly approved. Example: which department will be responsible for tax information?
  - Standard SAP E-Recruiting does not appear to meet the City of San Diego's business practice. There are no plans developed for how to handle this process.
  - Employee master data is to be populated during the hiring action by SAP E-Recruiting. Business processes are being designed to use SAP E-Recruiting, and to date no decision has been made on customization of the standard SAP E-Recruiting application.
  - No decision on hire date or conversion date. Using hire date will be an issue because there will not be an organizational structure or jobs and positions created back to different hire dates. Conversion date would allow for the hiring of all employees with a standard date and the original hire date can be captured on InfoType 0041 – date specifications.



- Potential Impact*
- Incorrect information converted into SAP software.
  - Dependent information required to complete benefit conversion.
  - Longer conversion and correction of data at go-live.

- Recommendation*
- Use payroll data to load employee master data and deductions.
  - Initiate a team to begin data cleansing.
  - Update information from employees and complete it.
  - Contact another SAP implementation for guidance on implementing SAP E-Recruiting immediately. This process must be documented before completion of blueprinting.
  - Convert employees using conversion date and store original hire date as well as any other dates on InfoType 0041 – date specifications.

*Finding Risk Level*      High

*Address-By Date*      As soon as possible

## Organizational Management

### Organizational Units, Jobs, Positions, and Structure Maintenance

- Finding*
- Organizational management blueprint not completed or approved; the document is being presented to each department for its input on designing the organizational structure. Axon is waiting for this to be completed and then approved by project management.
  - Organizational units are based on the supervisor level. None have been provided with complete information.
  - Jobs and positions will be created as mandated by the classifications.
  - Ownership of structure maintenance needs a decision. Because security can be based on the organizational structure, maintenance should be a centralized process. No decision on the department to handle ownership has been finalized.

*Potential Impact*      ▪ The size of the organizational structure will make it



difficult to maintain.

- It must be completed before approval of blueprint documentation.

*Recommendation* Have the business process owner review the decision on the organizational structure and the steering committee approve it. This design will affect security, workflow, and reporting,

*Finding Risk Level* High

*Address-By Date* Before realization begins

## SAP Employee Self-Service and SAP Manager Self-Service

### SAP Employee Self-Service and SAP Manager Self-Service

- Finding*
- SAP Employee Self-Service and SAP Manager Self-Service blueprint not approved. The blueprint for SAP Employee Self-Service and SAP Manager Self-Service was completed for what information that was to be processed using SAP Employee Self-Service and SAP Manager Self-Service, but the project team is waiting for information on customization of SAP E-Recruiting.
  - Using standard SAP Employee Self-Service and SAP Manager Self-Service. Employees will enter time, enroll in benefit plans, and update their own master data via SAP Employee Self-Service. Managers will use SAP Manager Self-Service to manage their employees.
  - SAP Employee Self-Service to be used to allow dependents to sign on to SAP Employee Self-Service using employees' IDs and passwords.
  - Benefit representative will have an ability to sign on to SAP Employee Self-Service using employees' IDs and passwords
  - Complete blueprinting to show how employees will receive information on ID and password
  - No decision on who will own forms. The City's Web site currently has the forms.
  - No process flow on creation of user IDs and passwords.

*Potential Impact* Employees will enroll in benefits through SAP Employee Self-Service. Concern regarding the



eligibility rules surrounding participation and deduction dates.

- Blueprint indicates an ability for dependents of employees to sign on to SAP Employee Self-Service using employees' IDs and passwords. This approach violates privacy information.
- An incomplete decision and documentation could hinder the completion of blueprint for SAP Employee Self-Service and SAP Manager Self-Service.

*Recommendation*

- Ensure that only employees use SAP Employee Self-Service. Benefit representatives as well as the personnel and payroll departments will use the standard SAP software for viewing and maintaining employee records.
- Provide a link to the City's Web site for forms information to lower development time on recreating forms. Consider the use of SAP Interactive Forms software by Adobe.
- Document all process flows within SAP Employee Self-Service and SAP Manager Self-Service. Do you need to clarify all of them or only the processes specific to SAP Employee Self-Service and SAP Manager Self-Service?
- Research and test the enrollment and updating of benefits through integration with payroll.

*Finding Risk Level* High

*Address-By Date* Completion of blueprint

**System Architecture (RICE-FW)**

**Reports, Interfaces, Conversion, Enhancements, Forms and Workflow**

*Finding*

- Functional specifications were not developed as a part of the blueprint.
- A list of potential RICE-FW objects was provided at the time of the Review. The list is as complete as possible until completion of the blueprint documentation. Forms and interfaces have been identified based on current documentation, but no documentation was provided on the actual layout of the forms. No specifications from the providers were documented for the interfaces. The list will likely be



- revised upon the completion of the HCM blueprint.
- City of San Diego team members have provided documentation for the needed forms.
- City of San Diego team members have provided information for current interfaces but have not received the specifications needed for all interfaces.
- No documented conversion approach in place for the conversion of HCM data. There appeared to be a general idea on the approach to convert HCM data. However, until an approach is documented that outlines the data sources, departments involved, and other key conversion aspects, no comprehensive list of conversions can be established.
- Workflow: not all business processes have been completed, which means that no complete list of workflow items can be developed.
- Workflow approvals will be a change for managers, perhaps leading toward a backlog in the approval inbox.
- Project manager and finance to review current RICE-FW list.
- Work-around needed for union agreements allowing employees to bid for leave time (before it is actually accrued).

*Potential Impact*

- Incomplete listing of RICE-FW items required will negatively affect the project scope and could result in inaccurate estimations of the development hours required.
- No knowledge of what is expected.
- No representation of personnel in the RICE-FW review could result in incorrect information being presented to the development team.

*Recommendation*

- Assign a person the responsibility of monitoring and maintaining RICE-FWs.
- Complete blueprint documentation.
- Consider the creation of a mapping of all business processes that will require workflows as well as enhancements.
- Complete a gap analysis document.
- Develop a comprehensive conversion approach.

*Finding Risk Level*      High

*Address-By Date*      Before realization.



## Benefits

### Processes, Interfaces with Providers, Reports and Integration

#### *Finding*

- Benefit blueprint was not completed or approved.
- Employees will enroll in benefit plans via SAP Employee Self-Service. The concern here is that the timeline for benefit eligibility is not the current date. Additional configuration will need to happen in SAP Employee Self-Service to enroll employees with the correct eligibility and participation date.
- No dependent information available currently. The benefit module requires dependent information to enroll an employee in any medical plan other than employee-only coverage.
- Advance pay for benefit plans. This is no standard functionality within SAP software. A custom solution will need to be developed and completely tested. The custom solution will have to be retested during any update to the SAP software.
- Creation of invoices to prepay for benefit plans. Creating invoices is not a standard benefit process within SAP ERP HCM. Benefit deductions are processed through payroll. How will the City of San Diego process invoices through finance and show correct information that is processed to payroll correctly on an employee's W2?
- Different eligibility dates for same plan. Eligibility for each benefit plan is configured through the IMG and each plan has one eligibility timeframe. Example: 30 days from hire date. Current process has employee eligibility at 30 days, but if an employee does not want to prepay, then eligibility is 60 days. This process will involve customization or a manual process. Using manual processes bypasses the rules and eligibility configured within SAP software.
- Benefit participation based on hours worked in a pay period. This approach will complicate maintenance of benefit plans. If an employee does not work the required hours in a particular pay period, the benefits are terminated. If an employee works the required hours in the next pay period, the benefits are reinstated. This need is planned as a manual process: it is a bad idea because employees currently pay for their benefit plans in advance and will have already paid for benefit plans that are being



terminated.

- Unions could have different medical providers. During configuration of benefit plans in the SAP IMG, the only requirement will be additional plans, with the rules and eligibility linked to each union. This process has been identified within the blueprint documentation.

*Potential Impact*

- Standard SAP software allows for payroll deductions based on eligibility of benefit plans.
- Benefit module does not invoice employees for benefit deductions but processed them through payroll.
- Manual intervention will be required to allow for two eligibility rules: 30 days or 60 days.
- Advance payment deduction taken in June will pay for July premiums. Termination rule is that employees' benefit coverage is terminated at the end of the month in which termination occurs. Employee has paid for the extra month in advance.
- Hours worked eligibility. Employee has already paid for a month in advance. Process needed to refund advance payments.
- Incorrect benefit deductions and payments within the benefit module if invoices and payment occur outside of payroll.

*Recommendation*

- Create a user exit to allow for the deductions to be taken prior to eligibility or participation date. This approach will also affect interfaces to providers.
- Process all benefit deductions through payroll. That will ensure all that W2 information is correct. If an employee is in a pretaxed plan, payments to the plan will be pretaxed. Allows for accurate reporting through standard reports.
- Standardize eligibility rule to 30 days
- Perform further research, development, and intensive testing on both termination rules and hours worked rules as key areas during realization.

*Finding Risk Level*      High

*Address-By Date*      As soon as possible



## Integration

### Integration Between Personnel Administration, Time, Payroll, SAP Employee Self-Service, and SAP Manager Self-Service

#### *Finding*

- No clear understanding of integration and the affect it will have on to-be business processes.
- There appeared to be issues with sharing information among teams. For example, business processes between modules of SAP software was not defined.
- Minimal cross-module integration of business processes has occurred. Examples: once an employee has been hired, who will complete the security needed for the use of SAP Employee Self-Service? How will the benefit department know when an employee has enrolled in a benefit plan? How will advance benefit deduction be taken during the payroll process?
- Ownership of processes: the current business process is for benefits, payroll, and personnel have their own separate database. They do not share information. SAP software has one set of employee master data that requires the sharing of information. A decision must be made on which department will handle each of the day-to-day business process in the life cycle of an employee. This decision will ensure that the documentation in the blueprint will be correct and that any needed workflows will be documented.
- The team lacked a complete understanding of SAP Employee Self-Service for master data, payroll, and benefits.

#### *Potential Impact*

- The City would not use the best business practices.
- Lack of communication between departments.
- Ownership of the business processes.
- Because there is no current design for SAP Employee Self-Service for the City, the project team cannot see that when an employee updates information in SAP Employee Self-Service, the information is automatically updated within the employee master data in the HCM system. Example: an employee updates tax information. Does this update happen immediately or for next payroll period? Employees will have user IDs and passwords, but what is the process for changing



personal information during a life-change event, such as name change, dependent information, changes to benefit plans, and tax information? These types of changes will affect an employee's paycheck.

- Because SAP Employee Self-Service updates current information, a solution will be needed for pay-in-advance for benefit deductions.

*Recommendation*

- Hold integration meetings with project team members and subject matter experts in each department. Sample topics include the following: How does the enterprise structure work for benefits? Was the enterprise structure configured to ensure that time rules calculate properly? Have time work rules been designed to pay an employee through payroll correctly?
- Talk through the integration between each module, which will help identify other processes that might have been missed.
- Ensure that all teams meet to discuss their own configuration decision so that it will meet the needs of the other integrated modules of SAP software.

*Finding Risk Level* High

*Address-By Date* As soon as possible

**Conversion Plan**

**Conversion Plan for Implementation of SAP ERP**

*Finding*

- No complete or comprehensive conversion plan
- No decision on legacy systems to be used for conversion
- No data cleansing planned

*Potential Impact*

- Planning for time and resources to be allocated
- Incorrect data converted
- Data cleansing is a timely process and will require additional resources

*Recommendation*

- Check that all data fields required for input have been filled.
- Check that data fields are in the correct format.
- Check that numbers are in the standard format. No



- commas or other characters are allowed.
- Decide on conversion date or hire date.
- Decide on loading historical data
- Cleanse data cleansing and complete missing information. This is a time-consuming process.
- Note that specific sequence conversion of InfoTypes is a requirement. Example: planned working time (InfoType 0007) must be completed before basic pay (InfoType 0008).
- Allocate time and resources to complete and verify conversion data.

*Finding Risk Level* High

*Address-By Date* As soon as possible

## Testing Plan

### Testing Plan for implementation of SAP ERP

*Finding* Incomplete structured testing plan.

*Potential Impact* Delayed go-live.

- Recommendation*
- Consider engaging a testing manager.
  - Identify scenarios for all areas: personnel administration (PA), benefits (BN), time (TM), payroll (PY), SAP Employee Self-Service, and so on.
  - Estimate the time for scenario testing by scenario.
  - Establish detailed scenarios by date, time, and person.
  - Create a detailed error-correction procedure.
  - Plan loading and reloading of base test data.
  - Test all aspects of SAP ERP HCM.

*Finding Risk Level* High

*Address-By Date* As soon as possible

## Allocation of Resources

### Allocation of Resources from SAP ERP

- Finding*
- Incomplete plan for allocation of resources after the go-live implementation.
  - Subject matter experts are full-time on the project,



but the current plan is for them to return to their original positions once the project ends.

*Potential Impact*

- No SAP subject matter experts to support the City of San Diego on SAP software.
- Retraining of personnel not involved in the decisions made during the project. Personnel will not be ready to support SAP software.

*Recommendation*

- Design a plan for system support immediately.
- Begin a comprehensive training program.
- Involve personnel in key decisions.

*Finding Risk Level* High

*Address-By Date* As soon as possible



## Project Review

### Project Resources (1)

#### **Involvement of Extended Team Members**

<i>Finding</i>	Over 100 subject matter experts (SMEs) and end users participated in blueprint workshops. This level of involvement by extended team members is planned for subsequent phases of the project (testing and end-user training [EUT]).
<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ End user buy-in and acceptance are best facilitated by engaging the end-user community throughout the implementation.</li> <li>▪ Validation of key realization phase activities. Such as testing and EUT, will help ensure quality and effective execution of business processes.</li> </ul>
<i>Recommendation</i>	Coordinate with the change management team to communicate regularly with extended team members on upcoming project milestones and events, especially where their involvement will be needed.
<i>Finding Risk Level</i>	None
<i>Address-By Date</i>	None

#### **Executive Steering Committee (ESC)**

<i>Finding</i>	The executive steering committee (ESC) supports the successful implementation of OneSD. ESC meetings are held twice a month. Axon leadership attends the ESC meetings once a month. SAP leadership does not participate in the ESC meetings. No design issues had been escalated to the ESC at the time of the Review.
<i>Potential Impact</i>	ESC support is a critical success factor for an implementation of enterprise resource planning (ERP) software. The potential resistance of an organization to change is often the biggest hurdle to implementing an integrated solution. Executive support provides the necessary leadership to help the organization change.



<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Include SAP participation in ESG meetings to facilitate collaboration among CoSD, Axon, and SAP.</li> <li>▪ Review the blueprint and change impact analysis to determine if any ESG support might be needed to assist with the process changes.</li> </ul>
<i>Finding Risk Level</i>	None
<i>Address-By Date</i>	None

## Project Resources (2)

### Part-Time SME Involvement

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ Several SMEs work on the project only part-time.</li> <li>▪ The actual time commitment of CoSD and DPC resources does not reflect the resource requirements outlined within the SOW. The SOW appears to be adequate, requiring each functional area to have at least a full-time SME from CoSD or DPC. Although the SOW does not specify resource requirements down to the department level, the team appears to have had regular engagement from other CoSD resources external to the project team.</li> <li>▪ For the most part, the project organization chart is aligned with the resource requirements in the SOW. A review of the project organization chart highlighted the following missing SME roles:             <ul style="list-style-type: none"> <li>○ FM</li> <li>○ PS</li> <li>○ SAP Employee Self-Service and SAP Manager Self-Service</li> </ul> </li> <li>▪ The project does not maintain a resource plan that outlines:             <ul style="list-style-type: none"> <li>○ Current and future resources</li> <li>○ Role(s) that each resource fulfills</li> <li>○ Proposed start and end dates</li> <li>○ Time commitment of each resource</li> </ul> </li> <li>▪ Thus, identification of any CoSD and DPC resource deficiencies is impossible.</li> <li>▪ Part-time SME involvement can be supported during the blueprint phase, because the key activity being executed is blueprinting. In the realization phase however, SMEs will be required to support multiple work streams (configuration, testing, EUT, and change impact identification).</li> </ul>
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- Potential Impact*
- There is no visibility into potential resource shortages or overages.
  - Deliverables and milestones might not be completed as scheduled where a resource shortage exists.

- Recommendation*
- Create a OneSD resource plan that outlines:
    - Current and future resources
    - Role(s) that each resource fulfills
    - Proposed start and end dates
    - Time commitment of each resource
  - Have a member of the project management office (PMO) team be responsible for the establishment and regular review and update of the OneSD resource plan. Include regular updates to the project organization chart.
  - Review the identified missing roles and confirm if the SME support is adequate.
  - Continue to engage extended team members, ensuring that there is representation from each department for key realization phase activities such as testing and EUT.

*Finding Risk Level*      Medium

*Address-By Date*      Early in realization

### Project Resources (3)

#### PMO Structure and Function

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- Finding*
- The PMO team consists of several leaders: no one is actually responsible for specific tasks. PMO team members have not been assigned key functions of a PMO. Key functions of a PMO include:
    - Change control and scope management
    - Cost and performance management
    - Project-team communication
    - Project schedule management
    - Resource plan management
    - Project standards and procedures
    - Issue management
    - Risk management
  - The ineffectiveness of the OneSD PMO is largely a result of the lack of assignment and fulfillment of the key PMO functions noted above.



- Based on the OneSD organization chart, a five-person PMO team appears to be adequate to support a team of 90–150.

*Potential Impact* Project scope, cost, schedule, and performance are at risk, resulting in scope creep, cost overruns, schedule delays, and an under-performing project.

- Recommendation*
- Assign PMO functions to a specific member of the PMO team and include a backup resource.
  - Have project management review each key activity assigned to the PMO weekly (at least).
  - Consider engaging a resource with Microsoft Project experience to manage the project schedule on a full- or part-time basis.
  - Review the processes and standards associated with the PMO functions and revise them to facilitate effective management of the multiple work streams to be executed in the realization phase.
  - Leverage the expertise of the certified Project Management Professionals (PMP) within the PMO team.
  - Access SAP Solution Manager and review the ASAP methodology and associated templates for key work products and deliverables.

*Finding Risk Level* High

*Address-By Date* As soon as possible

## Methodology (1)

### Implementation Strategy

- Finding*
- The implementation for finance was scheduled for 12 months and the go-live for HR was scheduled for 30 days after finance.
  - A 12-month big-bang implementation strategy for an organization that is new to an ERP implementation and the size of CoSD is aggressive and risky.

- Potential Impact*
- The project will not go live on schedule and could have cost overruns to account for overtime and resource additions to keep the project on schedule.
  - If the project moves forward with this strategy, poor system quality and inefficient business processes



might result.

- Recommendation*
- Revisit the big-bang implementation strategy.
  - A staggered go-live for finance first, followed by human resources, is a sound approach. Plan the go-live for payroll at the end of a quarter or fiscal year. The go-live for payroll should be at least four months after finance. That will allow time for finance to stabilize and minimizes the risks of incorrect financial information within HR.
  - The implementation strategy should align with CoSD business drivers and risk tolerance.
  - Document the revised implementation strategy.

*Finding Risk Level* High

*Address-By Date* Before realization

## Methodology (2)

### Postproduction Support Strategy

*Finding* No postproduction support strategy has been developed. The role of CoSD and DPC resources in the realization phase must be established. It has not been determined who will be responsible for receiving knowledge transfer on configuration of SAP software. This decision is ultimately coupled with the strategy for postproduction support. Will support be outsourced, provided by DPC, or by a combination of SMEs from CoSD and DPC?

- Potential Impact*
- Knowledge transfer will not occur with the appropriate resource.
  - Resources might not receive the required project-team training to fulfill roles successfully within subsequent phases of the project.

- Recommendation*
- Establish a postproduction support strategy. Identify roles that might be needed in the support organization. Identify roles that CoSD SMEs and DPC SMEs will fulfill. Note: Support organization roles must be reviewed and will likely be updated once the support organization is finalized in the final preparation phase.
  - Schedule the required training outlined within the project-team plan.



*Finding Risk Level* Medium

*Address-By Date* Early in realization

## Project Management Processes

### Project Schedule Management

#### *Finding*

- The project does not have a comprehensive project schedule that outlines key project milestones.
- The project start was delayed a month due to the San Diego fires. The project timeline was not revised to incorporate the delay, resulting in an 11-month timeline. Based on interviews, the team has spent five to six months developing the blueprint, from mid-November 2007 to April/May 2008. Using an 11-month timeline, OneSD has six months to complete the realization and final preparation phases.
- A review of several project schedules validated that a go-live on October 1 cannot be achieved. Six different project schedules are compressed into a single ZIP file. Each project schedule has a different go-live date with different start and end dates for each phase. Each project schedule appears to be a snapshot in time that does not reflect dependencies and critical path determination. As a result, a true depiction of where the project is in accordance with the project schedule cannot be determined.
- The project schedule is not reviewed and maintained on a regular basis.

#### *Potential Impact*

- The lack of a comprehensive project schedule that is regularly reviewed will negatively affect the cost, schedule, scope, and performance of a project.
- Project management will not have visibility to the current status of the project, the effects of schedule delays, and the critical path.

#### *Recommendation*

- Revise the project schedule to incorporate the completion of blueprint activities. Develop a project schedule that is a realistic depiction of the key activities that must be executed in subsequent phases.
- Consider the use of Microsoft Project to maintain the project schedule.



- Establish a project schedule that covers the key milestones for the entire project. Include predecessor and successor relationships to facilitate what-if analysis of potential date changes. The project schedule should also reflect the critical path.

*Finding Risk Level*      High

*Address-By Date*      Before realization

### Integration Management

*Finding*

- The blueprint lacked business process integration. During the Review, some integration topics were discussed for the first time among the teams. The establishment of the FM derivation strategy is a good example of the need for an integration session with CO, FI, HR, PS, FM, and GM.
- A review of the blueprint project schedules for finance and HR did not include any integration workshops. Further, interviews with the teams also highlighted that integration workshops did not occur.

*Potential Impact*

- No end-to-end business process integration will be achieved.
- Potential for business process redesign late in the realization phase as a result of failed integration testing scenarios, which will negatively affect on-time and successful completion of the realization phase.

*Recommendation*

- Schedule integration workshops and document integration decisions within the blueprint.
- Secure an integration manager with experience in implementing SAP software at state and local governments who has previously served as an integration manager. That is the ideal candidate. If the ideal candidate is unavailable, at a minimum, secure a resource with cross-functional experience in SAP software who has strong leadership skills. The integration manager must be full-time and dedicated to integrating both the functional and technical aspects of business processes.
- In alignment with the current project organization structure, the integration manager should report to the PMO. If the project organization structure is changed where the team leads and the PMO report



directly to the project manager, the integration manager should report to the project manager. It is important that the integration manager reporting structure facilitates direct communication to the project manager on status and issues.

- Business process integration will be confirmed and fine-tuned in the realization phase. As a result, plan cycle (scenario) testing to highlight potential integration issues before the execution of integration testing.

*Finding Risk Level* High

*Address-By Date* Before realization

### **Issue Management**

*Finding*

- There is a lack of adherence to an issue management process. There is an issue management process outlined in the SOW. However, the team does not appear to follow an issue management process and could not recall the process.
- Issues are logged in the APSE repository, but are not reviewed by project management. To get feedback and guidance on issues, the team attempts to e-mail project management or catch staff in the hallway. Issues are not managed by the PMO or given priority for tracking, monitoring, and resolution.

*Potential Impact* Unresolved issues will negatively affect the cost, scope, schedule, and performance of the project.

*Recommendation*

- Review and improve the issue management process in the SOW. Consider PMO establishment of initial issue assignment and policy and change determination.
- Consider PMO assignment of issues to the appropriate team lead, who then assigns the issues within the team where applicable.
- Integrate the escalation process within issue management to show the path for issue escalation.
- Issues raised above the project management level should include appropriate supporting documentation that outlines the pros and cons; potential cost, schedule, and resource impacts; and the



recommended course of action. That will facilitate quicker and more effective decisions by CoSD leadership.

- Project management should review all issues denoted as critical, high, and medium with team leads weekly.
- Review the project definitions for issue priority to ensure that the team is clear on the assignment and the differences among priorities.

*Finding Risk Level*      High

*Address-By Date*      Before realization

**Project-Team Communication**

*Finding*

- The project does not appear to be following a communication plan that outlines approaches to provide and receive communication to and from OneSD and CoSD. The communication plan was unavailable for review.
- Project management does not effectively communicate with the project team. The teams expressed their concern with the lack of communication with project management. The lack of communication was seen on the first day of the Review. Team members communicated that they were told about the review by e-mail at 4:00 p.m. on the previous day, and some learned about the Review on its first day. Team members were not informed that project documentation had been requested two weeks before the review.
- The PMO does not meet regularly with the team leads. The PMO and team lead meetings were described as one-way exchanges that do not review current status, upcoming milestones, or issues.

*Potential Impact*      Ineffective communication could result in missed deadlines and miscommunication on the project.

- Recommendation*
- Schedule weekly team-lead meetings. Try to target a set day of the week to keep a regular meeting schedule. Ensure that a weekly meeting occurs even if the day of the week has to shift periodically to accommodate other ad hoc meetings.
  - Review the following by team: current status of



milestones, deliverables, work products due, upcoming milestones (2–3 weeks out), and the status of open issues.

- Review the existing communication plan and refine it in accordance with the change management plan. Confirm the approaches taken to facilitate internal and external communication on the status of the project.

*Finding Risk Level* Medium

*Address-By Date* As soon as possible

**Risk Management**

- Finding*
- Risks do not appear to be managed on OneSD. There is an outline of a risk management process within the project charter. However, this process is not being followed.
  - The Review noted that the risk register was created three weeks before the Review. The risk register was not available for review.

*Potential Impact* Risks that are not managed and have no mitigation strategies will jeopardize successful completion of the project.

- Recommendation*
- Follow the risk management process outlined in the project charter. Review risks at least once a month.
  - Consider establishing a risk management board.

*Finding Risk Level* Medium

*Address-By Date* Before realization

**Change Management**

**Change Management**

- Finding*
- Change impacts were not included in the blueprint. The change impact analysis was being developed at the time of the Review. The lack of blueprint detail will affect the completeness of the impact analysis.
  - The CoSD change lead and project management were concerned about the lack of change identification to date and were unclear of the plan to



identify and address change within the CoSD. A high-level overview of the change management schedule showed change management tasks that would occur. However, the sequence of tasks, resource requirements, and durations were not finalized. A set number of change-impact analysis workshops were identified, for example. But the duration, time of execution, and participation from the project team and CoSD differed from what the project schedule outlined. Further, the approach for gathering feedback and sharing it with project management and the executive steering committee had not been discussed with the CoSD change lead and project management to get their feedback on the approach based on the culture within CoSD.

- The tools and processes that will be used to identify policy changes were unclear.

#### *Potential Impact*

- Insufficient time might be available to identify and enact required policy changes.
- EUT documentation might not include translations of key processes that are significantly different.
- CoSD resources outside of OneSD might resist the change unless they are included in the change process.

#### *Recommendation*

- Conduct a walkthrough of the change management schedule with the CoSD change lead to get buy-in on the plan for the future. Discuss roles and responsibilities to clarify expectations. Then review the change management schedule with project management. Communicate the vision and work done to date. It is important to obtain approval of the approach for engaging in change initiatives external to the project team. Concerns are often raised from change initiatives outside the change team and are escalated to project management and the steering committee. Engaging project management early on helps to prepare its for any perceived areas of concern.
- Consider engaging a change management resource with experience in implementing SAP software for state and local governments. Change management is a challenge within a municipality where different departments that have often functioned autonomously will share a single system and the use



the same business processes. RWD is a strategic alliance partner of SAP and has a significant amount of experience with state and local governments.

*Finding Risk Level* Medium

*Address-By Date* During realization

## End-User Training

### End-User Training (EUT)

<i>Finding</i>	<ul style="list-style-type: none"> <li>▪ The EUT training plan was well organized and has sufficient content. The EUT lead has state and local government experience with SAP software and has leveraged previous municipality training material to jumpstart work products and deliverables.</li> <li>▪ The level of detail within the blueprint is insufficient to complete some of the end user training work products. As a result, the EUT lead has delayed the start date for new training team members until the workload justifies bringing them onboard.</li> </ul>
<i>Potential Impact</i>	EUT material might not be ready in time to support EUT.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Continue to leverage existing municipality training material to jumpstart the development of work products and deliverables.</li> <li>▪ Revise the EUT plan in accordance with the project schedule upon completion of the blueprint.</li> </ul>
<i>Finding Risk Level</i>	High
<i>Address-By Date</i>	Before realization

## Project-Team Training

### Project-Team Training

<i>Finding</i>	The project-team training plan appeared to be adequate in most areas, but could use more courses on system management and administration. However, minimal training courses have been completed to date (six). An SAP Education account manager is working on an updated project-team training plan.
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<i>Potential Impact</i>	<ul style="list-style-type: none"> <li>▪ SMEs will not have an understanding of SAP concepts and business processes. Bringing SMEs up to speed on SAP software will take longer without exposure to applicable SAP training courses.</li> <li>▪ SMEs will not have the knowledge required to support the project effectively.</li> </ul>
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Secure a project-team training plan. CoSD SMEs should take an ASAP course to get an overview of the methodology including key activities and deliverables.</li> <li>▪ Consider onsite SAP training as a means of training SMEs sooner.</li> </ul>
<i>Finding Risk Level</i>	Medium
<i>Address-By Date</i>	Early in realization

## Technical Project Management

### System Landscape

<i>Finding</i>	The team appears to have a sound system landscape approach. The project is planning a five-system landscape to support sandbox, development, quality assurance, training, and production. The technical project manager has SAP and project management experience. Technical project management practices in place for system management and administration were discussed at a high level and they appeared to be appropriate.
<i>Potential Impact</i>	The system landscape is the lifeline of an SAP system. An inadequate landscape, inexperienced leadership, and lack of standard system management and administration practices will negatively affect the development of the CoSD solution.
<i>Recommendation</i>	<ul style="list-style-type: none"> <li>▪ Continue with the current system landscape approach.</li> <li>▪ Plan for recommended SAP services during the realization and final preparation phases, such as the SAP EarlyWatch Check service and the SAP Technical Integration Check service.</li> <li>▪ Consider engaging a consultant with expertise in SAP Solution Manager for one workshop on the use</li> </ul>



of SAP Solution Manager within an SAP implementation. Revisit the use of SAP Solution Manager to support subsequent phases of the project.

*Finding Risk Level* None

*Address-By Date* None

### Technical Project Management Practices

*Finding* The technical project manager appeared to have very good project management practices in place. Weekly meetings are scheduled with the technical team. The technical project schedule is reviewed with the team to view the status of current and upcoming milestones. The project schedule is updated and distributed to the technical team regularly. The technical project manager had a firm grasp of the technical aspects of an SAP implementation.

*Potential Impact* Sound technical project management practices will ensure that the technical components are ready.

*Recommendation* None

*Finding Risk Level* None

*Address-By Date* None

## Business Intelligence (BI)

### Synchronization Between OneSD and BI Projects

- Finding*
- The CoSD BI project is proceeding with a fixed-price, four-month duration (three months remaining), but OneSD was in the final days of blueprint signoff at the time of the Review.
  - The CoSD uses Business Objects for its existing data warehouse. In December 2007, SAP acquired Business Objects. As a result, the CoSD began reassessing the decision to use SAP NetWeaver BI and questioned if it were possible to implement Business Objects while maintaining the current four-month timeline.
  - Note: A high-level review of the BI project



implementation strategy was assessed, since there was BI expertise on the Review team. However, no BI design review was conducted because BI was not in scope for the Review.

#### *Potential Impact*

- The data warehouse application might not be designed to incorporate reports to support OneSD to-be processes that are not yet defined. That will result in missing reports at go-live. At the current rate, the BI project will be complete and concluded before OneSD project.
- Typically, a BI project trails the ERP project by several months to ensure ERP configuration is in place (data sources for BI) and requirements are known prior to building the BI solutions. Building the BI solution without completing the prerequisite ERP work might result in rework or missed requirements.

#### *Recommendation*

- Consider changing the timeline of the BI project to facilitate go-live two to three months after the OneSD go-live.
- Review the OneSD and BI project schedules to synchronize the tasks so that prerequisite business processes are complete in OneSD before the BI project begins development.
- Continue defining new reporting requirements rather than implementing existing reporting requirements.

*Finding Risk Level*      High

*Address-By Date*      Early in realization

### **Missing SAP NetWeaver BI and Business Objects Integration**

#### *Finding*

- Business Objects must to be pulled into the scope of the BI project. SAP NetWeaver BI must provide the back-end data extractions and schemas. The new SAP strategy is to use Business Objects as the front-end reporting tool. Many questions on the integration of these products exist. The project team needs SAP guidance on how best to align SAP NetWeaver BI and Business Objects.

#### *Potential Impact*

- If the project decides to use the SAP NetWeaver BI tools, there is a strong probability of an organizational change management impacts. CoSD



employees who are accustomed to using Business Objects as their preferred front-end will be resistant to adopt the new solution.

- If a retrofit of Business Objects into SAP NetWeaver BI is attempted, there might be performance problems and missed requirements.

*Recommendation*

- Engage SAP to assist with integration issues, strategy, and use cases for the two products. Include Business Objects as the front-end for the design of the CoSD BI solutions.
- Analyze the Business Objects products and determine the appropriate time to use them (Crystal Reports against operational data store, InfoCube, BusinessObjects Web Intelligence, and so on).
- Continue the use of prototypes. Prototypes serve as a good means to address change management concerns and educate end users.
- Consider the use of SAP NetWeaver Business Intelligence Accelerator software to address potential integration and performance issues.
- Consider engaging experienced Business Objects resources from CoSD and DPC on the BI project.

*Finding Risk Level* High

*Address-By Date* Beginning of realization



## Appendix I: Persons Contacted

<b>Financials</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
John Aschmann	Axon	Financials
Scott Clark	City of San Diego	General Ledger
David Epstein	Axon	Accounts Receivable
Christine Boulton-Hunyadi	City of San Diego	Accounts Receivable
John Aschmann	Axon	Accounts Payable – in Jonathan Best’s absence
Cecilia San Pedro	City of San Diego	AP and AR
Elena Perez	City of San Diego	Project Manager and AP Manager

<b>Funds Management (FM) and Financial Integration</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
Jacqueline Willoughby	SAP FM Consultant	Funds Management
Arlo Magpantay	City of San Diego	Funds Management
Ed Wochaski	City of San Diego	Financials Team Lead
Carole O’Hanlon	City of San Diego	Grant Management
Hwee Yeo	Axon	Grants Management
Patrick Kellener	City of San Diego	Material Management
Larry Kelley	SAP	Financials
John Ascmann	Axon	Financials
Scott Clark	City of San Diego	General Ledger
Carlos Hernandez	Axon	Controlling
Ed Nash	City of San Diego	Controlling
James Vengalil	SAP	Project System
Andres Deza	Axon	Project System
Kevin Hutchinson	Axon	Project System
John Fast	SAP	Materials Management
Amber Ashley	City of San Diego	Project System and Fixed Assets
Ray Mungara	Axon	Logistics Team Lead
Richard Mah	Axon	Fixed Assets



<b>Materials Management</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
Patrick Lekkeher	City of San Diego	MM Team Lead
Raj Mungara	Axon	Logistics Lead
Steve Fragoso	City of San Diego	Inventory

<b>Grants Management</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
Hwee Yeo	Axon	Grants Management
Carole O'Hanlon	City of San Diego	Grants Management
Ed Wochaski	City of San Diego	Financials Team Lead

<b>Project System</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
Amber Ashley	City of San Diego	Project System
Kevin Hutchinson	Axon	PS Consultant
Andres Deza	Axon	PS Consultant
Richard Mah	Axon	AM Consultant
Carlos Hernandez	Axon	CO Consultant
Ed Nash	City of San Diego	Controlling

<b>Human Resources – Time Management (TM)</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
Antti Kesti	Axon	Time Management
Dan Hollingsworth	Axon	Payroll
Michelle Lawrence	City of San Diego	Payroll
Alena Domingez	City of San Diego	Payroll

<b>Human Resources – Payroll</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
Antti Kesti	AXON	Time Management
Dan Hollingsworth	AXON	Payroll
Michelle Lawrence	City of San Diego	Payroll Manager
Alena Domingez	City of San Diego	Payroll and Time



<b>Human Resources – Personnel Administration (PA) and Organizational Management (OM)</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
Patricia Nunez	City of San Diego HCM lead	HR Personnel
Beth Monillas	City of San Diego benefits lead	Benefits
Debbie Coleman	City of San Diego	Personnel
Rob Levy	Axon	HR Lead
Michelle Lawrence	City of San Diego	Personnel
Dan Hollingsworth	City of San Diego	Personnel
Antti Kesti	City of San Diego	Time Management
Joan Knabel	City of San Diego	Personnel
Darby Tepera	Axon	Conversion
Allan Joy	Axon	Benefit Lead

<b>Project Review</b>		
<b>Name</b>	<b>Organization</b>	<b>Area of Specialty</b>
Gregory Levin	City of San Diego	City Comptroller
Elena Perez	City of San Diego	Project Manager
Jon Cunningham	Axon	Change Management
Danell Scarborough	City of San Diego	Change Management
Maria Myers	RWD	Training Lead
Paul Morris	City of San Diego	Training Lead
Michael Guay	City of San Diego	Project Management
Jeff Cabuhat	SDDPC	Technical Architect
Bob Jenkins	SDDPC	Data Migration
Partha Chatteree	Axon	Technical Team Lead
Vikas Pathak	SDDPC	Technical Project Management
Stephen Srivastava	Axon	Project Management
Mary Lewis	Axon	Chief Financial Officer
Nader Tirandazi	City of San Diego	Director of Financial Management
Patrick Kelleher	City of San Diego	MM Lead
Dash Ranjan	Axon	Business Intelligence
Hadi Dehghani	City of San Diego	Personnel Director
Tom Fleming	SDDPC	Chief Executive Officer
Ed Wochaski	City of San Diego	Finance Lead
Rob Levy	Axon	HCM Lead
Jim Milling	Axon	Project Management
Michelle Lawrence	City of San Diego	Payroll
Beth Monillas	City of San Diego	Benefits Lead
Amber Ashley	City of San Diego	Project Systems
Patricia Nunez	City of San Diego	HCM Lead



Project Review		
Name	Organization	Area of Specialty
John Bardwell	Axon	Benefits Analysis
John Aschmann	Axon	FI/CO Lead



## Appendix II: Documents Reviewed

Financials	Source
<b>GL</b>	
P-GL027_Chart_of_Accounts_v1.0.doc	City of San Diego
T-GL027-Chart%20of%20Accounts_v1.0.pdf	City of San Diego
P-GL028_Journal_Entries_v1.0.doc	City of San Diego
D-GL028-Journal_Entries_v1.0.pdf	City of San Diego
P-GL029_Document_Splitting_v1.0.doc	City of San Diego
D-GL029-Document_Splitting_v1.0.pdf	City of San Diego
P-GL030_Open_Item_Management_v1.0.doc	City of San Diego
D-GL030-Open_Item_Management_v1.0.pdf	City of San Diego
P-GL031_Fiscal_Year_Posting_Periods_v1.0.doc	City of San Diego
P-GL032_Closing_v1.0.doc	City of San Diego
P-GL055_Manage_Financial_Statements_v1.0.doc	City of San Diego
D-GL055-CAFR_Preparation_Process_v1.0.pdf	City of San Diego
<b>AP</b>	
FI-03 AP Core Processing -Reporting.doc	City of San Diego
P-AP008-Employee Expenses.doc	City of San Diego
D-AP008-Employee%20Expenses.pdf	City of San Diego
P-AP026-Master_Data_Blueprint_v1.0.doc	City of San Diego
P-AP033-Manage_Vendor_v1.0.doc	City of San Diego
D-AP033-Manage_Vendor_v1.0.pdf	City of San Diego
P-AP034-Invoice_Processing_v1.1.doc	City of San Diego
D-AP034-Invoice_Processing_v1.0.pdf	City of San Diego
P-AP035-Outgoing_Payment_v1.1.doc	City of San Diego
D-AP035-Outgoing_Payment_v1.0.pdf	City of San Diego
P-AP037-Tax_Reporting_v1.0.doc	City of San Diego
D-AP037-Tax_Reporting_v1.0.pdf	City of San Diego
P-AP038-Month_and_Year_End_Procesing_v1.0.doc	City of San Diego
P-AP083-Credit_Memo_v1.0.doc	City of San Diego
D-AP083-Credit_Memo_v1.0.pdf	City of San Diego
P-AP104-Reversals_&_Corrections_v1.0.doc	City of San Diego
D-AP104-Reversals_&_Corrections_v1.0.pdf	City of San Diego
<b>AR</b>	
OneSD_AR_Core_Reporting_Process.doc	City of San Diego
P-AR004-Customer Master Data_v1.2.doc	City of San Diego
P-AR039-Manage Customer_v1.2.doc	City of San Diego
D-AR039-Manage%20Customer.pdf	City of San Diego
P-AR040-Invoice Processing_v1.2.doc	City of San Diego
D-AR040-AR%20Invoice%20Process.pdf	City of San Diego



Financials	Source
D-AR040-AR%20Invoice%20Process.pdf	City of San Diego
P-AR042-Open Item Management.doc	City of San Diego
D-AR042-Open%20Item%20Management.pdf	City of San Diego

Funds Management	Source
P-FM067 – Fund Management Master Data_v1.0.doc	City of San Diego
P-FM068 – Budget Execution_v1.0.doc	City of San Diego
P-FM071 – Budget Availability Control_v1.0.doc	City of San Diego
P-FM074 – Specific Postings_v1.1.doc	City of San Diego
P-FM075 – Year End Processing_v1.0.doc	City of San Diego
D-FM068A – FM Budget Execution Original Budget Load	City of San Diego
D-FM068B – FM Budget Execution Normal Transfer	City of San Diego
D-FM068C – FM Budget Execution Council Action Transfer	City of San Diego
D-FM074A – FM Specific Postings Auditors Certificate	City of San Diego
D-FM074B – FM Specific Postings Departmental Encumbrance	City of San Diego
D-FM068C – FM Specific Postings Financial Management Impound	City of San Diego
D-FM068D – FM Specific Postings Dept. Budget Impound	City of San Diego

Materials Management	Source
D-PR020 – Process Flow Purchase Requisition v1 0.pdf	APSE
D-PR022 – Process Flow RFQ v1 0.pdf	APSE
D-PR023 – Process Flow Purchasing Contracts v1 0.pdf	APSE
D-PR024 – Process Flow Purchase Order v1 0.pdf	APSE
D-PR025-Process Flow Construction Contracts_v 1.0.pdf	APSE
P-IM017_Business_Blueprint_Inventory_Process_v 1.0.doc	APSE
P-IM018_Business_Blueprint_Receiving_v 1.0.doc	APSE
P-IM077_Business_Blueprint_Physical Inventory Process_v1.0.doc	APSE
P-PR020_Business_Blueprint_Purchase_Requisition_v 1.0.doc	APSE
P-PR022_Business_Blueprint_RFQ_v 1.0.doc	APSE
P-PR023_Business_Blueprint_Purchasing_Contracts_v 1.0.doc	APSE
P-PR024_Business_Blueprint_Purchase_Order_v 1.0.doc	APSE
P-PR025_Business_Blueprint_Construction_Contracts_v 1.0.doc	APSE
City of San Diego Project Charter v1.1	APSE
City of San Diego - Requirements	APSE



Grants Management	Source
P-GM060-Grants Application and Approval_v1.0.doc	City of San Diego
P-GM061-Budget Creation and Maintenance_v1.0.doc	City of San Diego
P-GM062-Grants Pre Award Spending_v1.0.doc	City of San Diego
P-GM063-Grant Periodic Processing_v1.0.doc	City of San Diego
P-GM064-Grant Award_v1.0.doc	City of San Diego
P-GM065-Grant Master Data Business Blueprint_v1.0.doc	City of San Diego
P-GM064-Grant Close Out_v1.0.doc	City of San Diego
D-GM060-Grant Application and Approval Process Flow_v1.0.pdf	City of San Diego
D-GM060-Grant Award Process Flow_v1.0.pdf	City of San Diego

Project System	Source
P-PS010 - Master Data_v1.0.doc	City of San Diego
P-PS011 - Selection and Approval_v1.1.doc	City of San Diego
P-PS012 - Project Set-up and Initiation_v1.1.doc	City of San Diego
P-PS012 - Project Set-up and Initiation_v1.1.doc	City of San Diego
P-PS013 - Project Execution_v1.1.doc	City of San Diego
P-PS014 - Project Month-End Processing_v1.1.doc	City of San Diego
P-PS015 - Project Close-Out_v1.0.doc	City of San Diego
P-PS110 - RDA Project Lifecycle_v1.1.doc	City of San Diego
Project Organization Chart - OneSD Updated.vsd	City of San Diego
SDDPC ERP Plan v12.mpp	City of San Diego
SDDPC_Axon Statement of Work Final Part 1_9-28-07.pdf	City of San Diego
SDDPC_Axon Statement of Work Final Part 2_9-28-07.pdf	City of San Diego
Steering CommitteeMeeting v-31208a.ppt	City of San Diego
Steering CommitteeMeeting v-042408_FINAL.ppt	City of San Diego
D-PS010%20-%20Standard%20WBS%20structure_v1.0.pdf	City of San Diego
D-PS011%20-%20Selection%20and%20Approval_v1.0.pdf	City of San Diego
D-PS012%20-%20Project%20Set-up%20and%20Initiation_v1.0.pdf	City of San Diego
D-PS013%20-%20Project%20Execution_v1.0.pdf	City of San Diego
D-PS014%20-%20Project%20Month%20End%20Processing_v1.0.pdf	City of San Diego
D-PS015%20-%20Project%20Close-out_v1.0.pdf	City of San Diego
D-PS110%20-%20RDA%20Project%20Lifecycle_v1.0.pdf	City of San Diego
Financial Workshops_VOB.mpp	City of San Diego
APSE Issues 2008-0515 .xls	City of San Diego
City of San Diego - Requirements.xls	City of San Diego
City of San Diego Project Charter v1.1.doc	City of San Diego
CMPlan_vB.mpp	City of San Diego
COSD Draft Plan V1.chk.mpp	City of San Diego
CoSD Landscape Design.doc	City of San Diego



<b>Project System</b>	<b>Source</b>
CoSD Technical Workplan DRAFT v1.4.mpp	City of San Diego

<b>Human Resources – Time Management (TM)</b>	<b>Source</b>
Integrated Leave Management and Return-to-Work Programs	City of San Diego
Time Evaluation	City of San Diego
Time Management Time Entry and Approval	City of San Diego
ESS – MSS Business Blueprint	City of San Diego

<b>Human Resources – Personnel Administration (PA) and Organizational Management (OM)</b>	<b>Source</b>
Blueprint Documentation	Axon Web site
Project Plan	Axon Web site
Proposed Personnel Area Spreadsheet	Axon Web site
City of San Diego Requirements Matrix	Axon Web site

<b>Project Review</b>	<b>Source</b>
Project charter.zip	APSE
Project plans.zip	APSE
APSE Issues 2008-0521.xls	Michael Guay
OneSD Requested Training List 2008-0306.xls	Michael Guay
OneSD Axon SOW.zip	Michael Guay
Org.ppt	Michael Guay
Tech Landscape Summary-OneSD w Pictures r4.ppt	APSE
SAP Training Expense Summary	Michael Guay
Custom object inventory 20080516.xls	Michael Guay
Project Organization Chart – OneSD Updated.vsd	Michael Guay



## Appendix III: Consultants

Name	Area of Specialty	Phone Number
Randy Dingler	Payroll	+ 1 972 443-3239
John Fast	Materials Management	+1 310 279-8961
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Larry Kelley	Financials	+1 214 763-8929
Lynne Ketchie	Business Intelligence	+1 619 315-1100
Sahithithi Kode	Time Management	+ 1 702 610-3281
Mia Snyder	Project Review	+1 202 312-3663
Cheryl Teel	Personnel Administration (PA) and Personnel Development (PD)	+1 901 233-3573
James J. Vengalil	Project System	+1 281 236-0974