Administrative Systems

IT Governance Committee
November 15, 2011
Executive Summary

I. Address support/enhancements & operations
   • Reduce support & enhancements backlog, improve process
   • Improve day to day operations
   • Quarterly review of process, staffing and financial estimates, adjusting as needed, first one scheduled for January 2012

II. Finish the projects already underway
   • Appointment process redesign 2.0
   • Enterprise Learning
   • Hourly Student Appointments
   • Global Initiatives – short term

III. Identify future projects & build capacity
   • Continue work to identify future projects by refining priorities, selection criteria, scope, requirements, alternatives and plans collaboratively with customers, stakeholders, ASPCC and EVP groups
   • Build speed, capacity, technical foundation, and flexibility to better support the needs of the community

IV. New work (committed)
   • New Hire Pension Project
     o Project has to start January 2012 and be completed by June 2012
     o Scope, resources, cost being defined
     o Project will be funded from Employee Benefit pool

V. Projected resources and cost
Support & Enhancement Initiative

Description
Address the organization, processes and procedures of support and enhancement work to 1) significantly reduce the backlog of support & enhancement requests and 2) streamline, simplify and speed the process 3) develop an on-going sustainable staffing and procedure model. Responsibility for annual open enrollment, year-end system upgrade and year-end tax reporting projects are included in this work.

Deliverable Status and Schedule
1. Reduced Backlog by 160 since 9/2011
   • 85 from business review & cleanup of backlog currently underway. Expect additional 15 by 12/31/2011
   • 75 from dedicating resources to this work and process improvements
2. Annual Open Enrollment delivered
3. Annual year-end system upgrade complete by 12/3
4. Staffing
   • Identified core team of ~20 MIT staff from IS&T, VPF, HR dedicated to this work
   • Adding pool of ‘on demand’ consulting resources to provide flexible staffing and expertise
   • Ongoing team size will be smaller, size to be determined at the conclusion of this initiative
5. Streamline, simplify, speed the process
   • Process review & recommendations from external consultants – due 11/16/2011
   • Implement across all stakeholders 1/2012 - 3/2012
6. Strict management of new requests
   • Implement across all stakeholders 1/2012 – 3/2012
   • Projects accountable for transition to support
   • Develop process to engage DLC’s more directly
Support & Enhancement Scope

HR/Payroll
- Payroll APR
- Payroll Vacation Tracker
- Payroll Time Management
- Payroll Office (Interfaces)
- HR Payroll Office Appointments
- HR Payroll Office (OM)
- Human Resources
- HR (Lincoln Labs)
- Gross (Wage Types & Appointments)
- Taxes
- Deductions
- Garnishments
- Posting
- Checks and Deposit Advices
- 3rd Party Remittance
- Cost Distribution (CDU, eSDS, eDACCA)
- Tax Reporting
- ESS (eW2, ePaystub, Bank Details, W4)
- Compensation
- Enterprise Learning
- Benefits

EHS
- P1 Space Registration
- Inspections
- Training Reconciliation
- EHS Web
- Injuries
- Non-Injury Incidents
- Chemical Reporting

Event Calendar
Parking
Travel
Plant Maintenance
Plant Maintenance (Stock Room)
Visitor Parking
Procurement

Finance
- Accounts Receivable
- Budget & Financial Planning
- Procurement (PROCARD)
- Central Accounting
- Cashiers
- Dept of Facilities (Financial)
- Investment Accounting
- IS&T (Financial Office)
- Journal Vouchers
- Property Office
- Real Estate Foundation (Company Code)
- Real Estate Office
- Student Financial Reports
- Singapore/MIT Alliance for Research and Technology
- Office of Sponsored Projects
- Sponsored Research (Sponsored Accounting)
- Technology Review
- Treasurers Office
- PMATS
- Singapore MIT/Research & Technology (Procure to Pay)
- Accounts Payable
- WebRFP
- IXOS
- Invoice Fees
- Tax Reporting
- Payment Fees
- Vendor Master

Current request backlog 475
Day to day operations Initiative

Description
Initiative to optimize how IS&T manages the operational needs of SAP related administrative systems.

Deliverable Status and Schedule
1. Documentation
   - Solution landscape – complete (see sample on next page)
   - Interfaces / batch jobs – complete 12/2011
2. Automated batch scheduler implementation
   - Selection, installation & training – complete
   - Technical discovery – 12/2011
   - SAP Job pilot migration/discovery - 1/2012 – 3/2012
     - Determine resources, skills, tasks necessary to automate jobs
     - Define naming conventions, security standards, …
     - Define info to be presented to the community via the web interface
   - Complete migration based on discovery learning – 4/2012 -?
3. Extended monitoring
   - Scope and plan for ongoing monitoring – complete 1/2012

Scope
- 1079 SAP Batch jobs
- 149 interfaces to other internal and external systems
- Operation and monitoring of “Blue boxes” and interfaces to/from blue boxes (See next page)
Projects

How we’re doing projects differently
Involving community at beginning, clear scope, pilot/prototype/discovery for all projects, “warranty period” to minimize support & enhancement requests after projects completed.

Selecting and prioritizing future projects
Initiated a process with broad representation across community and EVP areas that defined selection criteria and recommend 19 future projects for Administrative Systems.

Process
- Collected proposals from project sponsors
- Developed criteria (below)
- Group meetings
- ASPCC reviews
- Individual meetings with stakeholders

Criteria
1. Is it a priority for sponsor?
2. Well defined business case (What problem are we trying to solve? What is the impact/benefit to the institute? Who benefits? Central administration, DLC, community? What is the business context & perspective?)
3. Does it align with strategic priorities?
   - Simplified business processes
   - Intuitive user experience
   - “De-customization”
   - Global
   - Legal / Regulatory Compliance
   - Mobile
   - Operational Excellence
4. Are there dependencies and constraints?
5. What resources, duration, cost and what level of confidence?
6. Quality of existing data?
7. Quality of existing processes?
8. Is it mandatory?
9. Is it foundational?
10. Can it be broken in smaller phases?

Conclusions
1. Developed a consolidated list across Administrative Systems stakeholders of 19 projects proposed to start in next 12 months.
2. Current resources committed until April 2012 and not fully funded.
3. Work among stakeholders valuable, but challenging to reach consensus across business areas on which limited set of projects to start next. “Can’t wait for years to start these projects.”
4. Continue process with ASPCC + EVP leaders and independent consultant. Update IT Governance Committee in February 2012.
Projects under consideration

Currently underway
Proposed to start in next 12 months
Not started - potential future projects
* Discovery
nn Reference to project number on detail sheet

People
24  APR 2.0
25  Hourly Student Appointments
26  Enterprise Learning
1  Digital Statements
2  Graduate Student Appointments Phase II
3  Chemical procurement and inventory discovery*
4  Upgrade Employee Self Service
5  User Experience Discovery*
6  Total Compensation
7  Organizational Relationships*
9  New Hire Pension Plan
10  Training required based on job responsibilities
33  Optix conversion to long term document management solution
35  Training needs identification for new community members
36  Performance management
37  Compensation management
38  Pension payroll outsourcing
39  Retiree medical information automated
40  eRecruiting system and SAP integration

Money
27  Global initiatives - short term
11  eDACCA Certification Improvement
12  Procurement/AP Improvements*
13  Sponsored Accounting Closeouts and Drawdowns
14  Web GL Accounting Functions
15  Endowment Reporting*
34  Global initiatives – long term*
41  Budgeting*
42  Streamline bank reconciliation process: use of electronic bank statements

Space
16  Key Process*
17  Mobile Devices
18  Computerized Maintenance Management System (CMMS) / Enterprise Asset Management (EAM) Discovery*

Operations
31  Support & enhancement initiative
32  Day-to-day operations initiative
20  MIT Enterprise Document Management System
21  Assessment of SAP and recommendations for Future*
Resources and cost

FY'12 IS&T Administrative Systems Workflow Distribution

Resources by FTE (IS&T Org)

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<th>Variance</th>
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