

# Performance Measures

FI-BP-011

Wed-19-Nov-2008



# LaGOV

**Version 1.0**

Last updated: 29-Dec-08

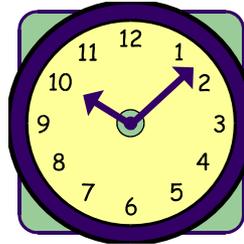


# Agenda

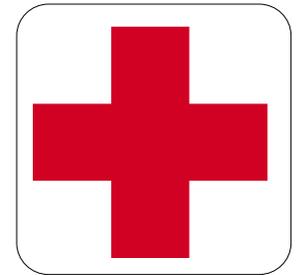
- Logistics, Ground Rules & Introduction
- Project Timeline
- Workshop Objectives
- Business Process Review
  - Process overview
  - AS-IS process flow
  - Current system alignment
  - Process improvement opportunities
  - SAP terms Glossary
  - SAP concepts & functionality
  - Business process flow
  - Leading practices
  - Enterprise readiness challenges
- Next Steps – Action items
- Questions



# Logistics



**Before we get started ...**





# Ground Rules

- Has everybody signed in?
- Everybody participates – Blueprint is not a spectator sport
- Silence means agreement
- Focus is key – please turn off cell phones and close laptops
- Challenge existing processes and mindsets
- Offer suggestions and ideas
- Think Enterprise & Integration
- Ask questions at any time
- One person at a time please
- Timeliness – returning from break
- Creativity, Cooperation and Compromise





# Introduction

## ■ Roles

- **Process Analyst and Functional Consultant** – lead and facilitate the discussions, and drive design decisions
- **Documenter** – take detailed notes to support formal meeting minutes to be sent by the Process Analyst to all participants for review and feedback
- **Team Members** – provide additional support for process discussions, address key integration touch points
- **Subject Matter Experts** – advise project team members on the detailed business processes and participate in the decisions required to design the future business process of the State

### **Round the Room Introductions**

***Name***

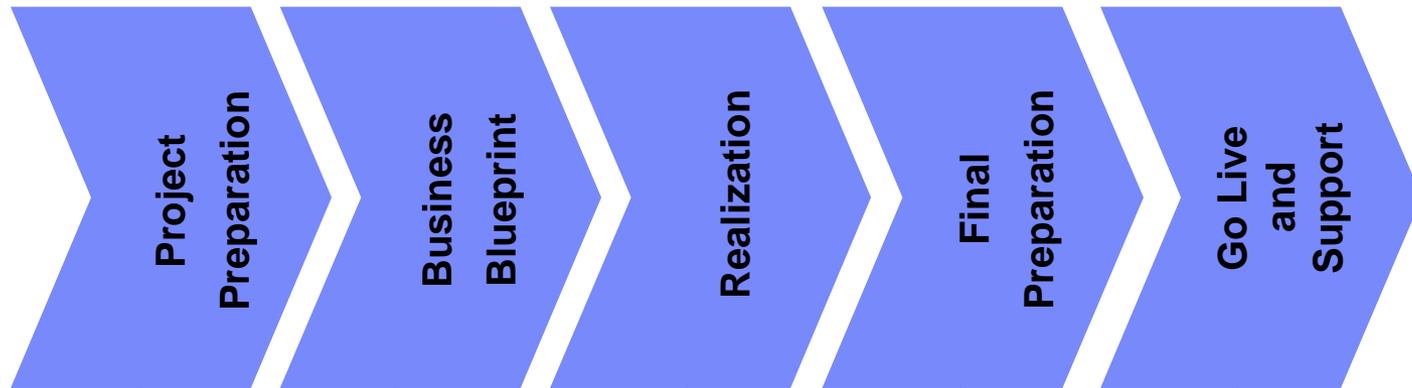
***Position***

***Agency***



# Project Phases

## ■ Five Key Phases



- Strategy & Approach Defined
- Project Team Training

- Business Process Definition
- Development Requirements

- Development & Unit Testing
- Integration Testing
- End-User Training Materials

- User Acceptance
- Technical Testing
- End-User Training
- Conversion

- Go-Live Support
- Performance Tuning



# Project Organization - Functional Teams

## Finance Leads

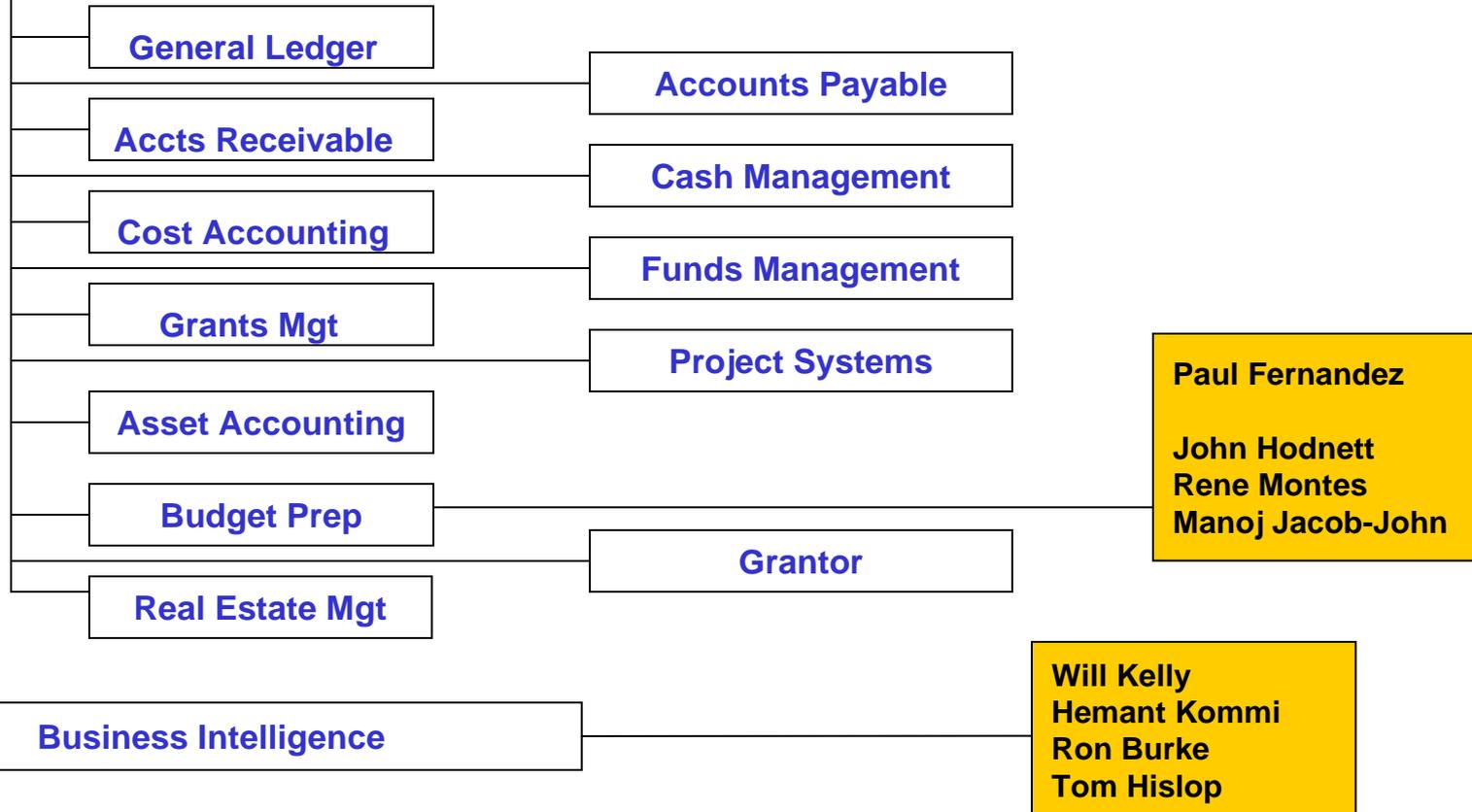
Beverly Hodges – Finance Lead  
Drew Thigpen – Finance Lead  
Mary Ramsrud – Consulting Lead

## Logistics Leads

Belinda Rogers – Logistics Lead  
Jack Ladhur – Logistics Lead  
Brad Denham – Consulting Lead

## Linear Assets Leads

Mark Suarez – Agile Assets Lead  
Charles Pilson – Consulting Lead





# Blueprint Objectives

- Review and discuss the Current or AS-IS business processes
  - Which helps to drive out the *Business requirements*
  - As well as the *integration points* with other processes
- Define Master Data
  - Address key integration points
  - Support organizational requirements
  - Consistent and appropriate use of data fields
- Define Future or TO-BE business processes based on:
  - Best Practices inherent in SAP
  - Intellectual capital from other SAP implementations
  - State business requirements
- Identify development requirements
  - Which could result in the need for a **F**orm, **R**eport, **I**nterface, **C**onversion, **E**nhancement, or **W**orkflow (FRICE-W)
- Understand and communicate any Organizational Impacts / Enterprise Readiness challenges
- Gather system Security Authorizations and district-wide Training requirements



# Budget Prep Sessions

| Session #        | No of days | Schedule  | Session Description/Major Business Process Group         | Overview of major Session Topics   |
|------------------|------------|-----------|--|--|
| <b>FI-BP-001</b> | 2 days     | 17-18 Sep | <b>Budget Prep Overview (merged with FI-FM-002)</b>      | Budget Prep design coordination with FM & GM, sharing of Master Data, Budget Transfers & Adjustments   |
| <b>FI-BP-002</b> | 1/2 day    | 14-Aug    | <b>Operating Budget: Central controlling perspective</b> | Overview of Budget Prep system, Overall timelines for HB1, Versions for Budget Prep, etc   |
| <b>FI-BP-003</b> | 1-1/2 days | 27-28 Aug | <b>Operating Budget: Details &amp; Systems</b>           | Op Budget: BR & CB Forms<br>Op Budget: Continuation Budget prep details<br>Op Budget: Executive Budget prep details<br>Op Budget: Legislative Tracking & OPB involvement<br>Op Budget: BA-7 Adjustment process   |
| <b>FI-BP-004</b> | 3 days     | 23-25 Sep | <b>Operating Budget: Agencies' perspective</b>           | Details of Salary & Non-Salary budget, as included in:<br>- Continuation Budget Request (CB forms)<br>- New & Expanded Service Requests (NE forms)<br>- Technical/Other Adjustments (T/OAP forms)<br>- Total Request Summary (see Addenda below)<br><br><u>Five Addenda to Total</u> |
| <b>FI-BP-005</b> | 1/2 day    | 2-Oct     | <b>Capital Budget: Central controlling perspective</b>   | Overview of Budget Prep system, Overall timelines for HB2, Versions for Budget Prep, etc   |
| <b>FI-BP-006</b> | 2-1/2 days | 14-16 Oct | <b>Cap Outlay Budget: Details &amp; Systems</b>          | Cap Outlay Bud: Initial ECORTS Request review<br>Cap Outlay Bud: Review / Analysis of info by FPC<br>Cap Outlay Bud: Capital Projects into HB2, including DOTD<br>Cap Outlay Bud: Legislative tracking of Amendments   |
| <b>FI-BP-007</b> | 2 days     | 22-23 Oct | <b>Capital Budget: Agencies' perspective</b>             | - DOTD systems that support Capital projects activity<br>- CO Request submission in ECORTS   |
| <b>FI-BP-008</b> | 2 days     | 12-13 Nov | <b>Integration with FM/GM (Retraction details)</b>       | Details of how Budget Prep data is retracted to FM & GM  |
| <b>FI-BP-009</b> | 2 days     | 05-06 Nov | <b>Budget Data Conversion (incl. Historical Data)</b>    | Details to be included in Budget data conversion, including (a) BRASS data, (b) AFS data, (c) How many years of conversion data, etc   |
| <b>FI-BP-010</b> | 2 days     | 29-Oct    | <b>Budget Reports, Publishing of Budget</b>              | Data transfer from Budget Prep for Publishing, Approach for all Budget Reports and compilation thereof   |
| <b>FI-BP-011</b> | 1 day      | 18-Nov    | <b>Performance Measures: Process &amp; Tools</b>         | How Measures are used together with Budget data, BRASS and LaPAS Performance data, Transition to SAP   |

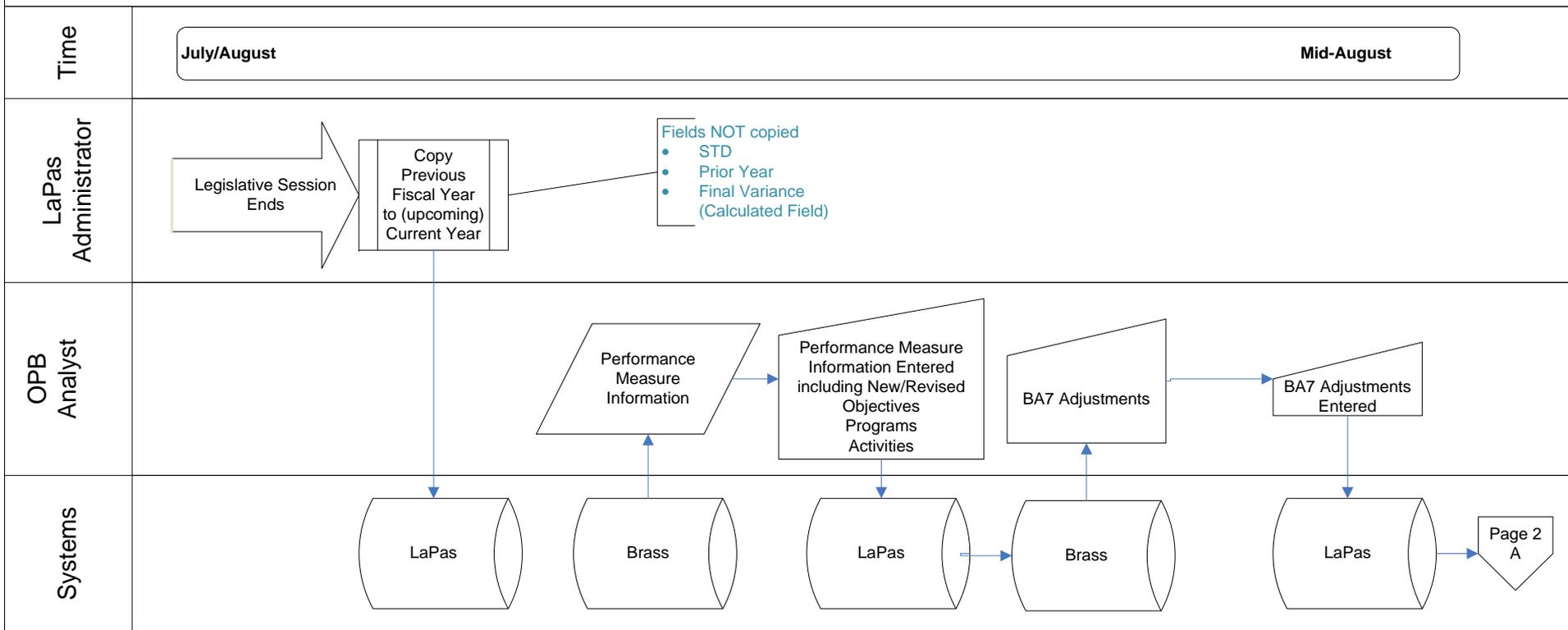




# AS-IS Process for Performance Measures (p-1)

**Process:** LaPas Maintenance  
**Sub-Process:** LaPas Maintenance  
**Prepared by:** Salvaggio, Teal & Associates

**File:** 01\_LaPas-Maintenance.vsd  
**Date:** 11/18/2008  
**Page:** 1/3

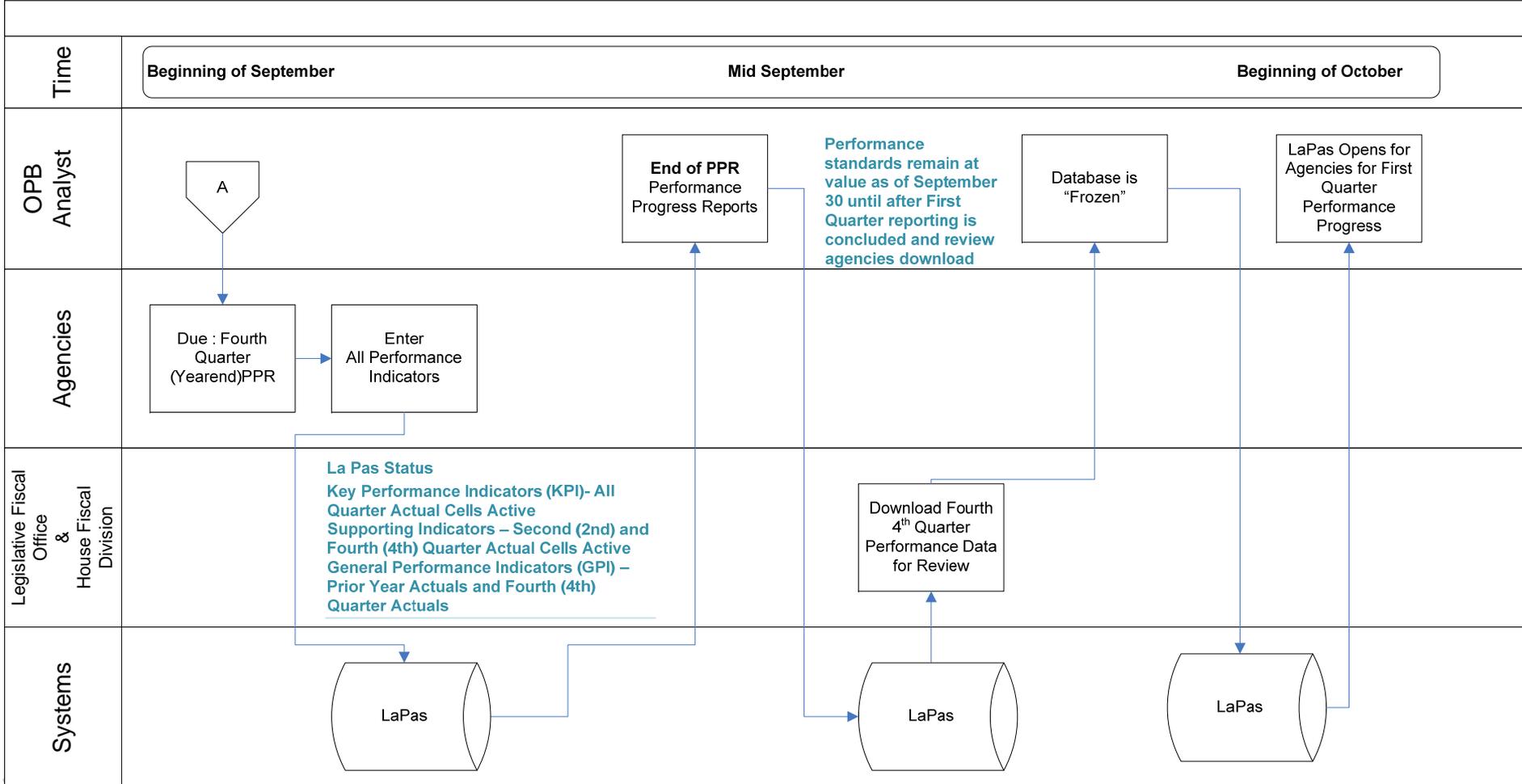




# AS-IS Process for Performance Measures (p-2)

Process: LaPas Maintenance  
 Sub-Process: LaPas Maintenance  
 Prepared by: Salvaggio, Teal & Associates

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 Date: 11/18/2008  
 Page: 2/3

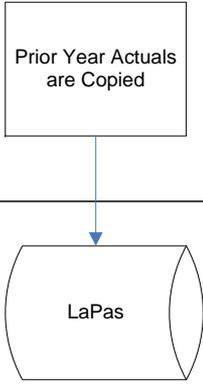
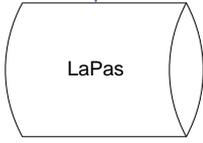




# AS-IS Process for Performance Measures (p-3)

**Process:** LaPas Maintenance  
**Sub-Process:** LaPas Maintenance  
**Prepared by:** Salvaggio, Teal & Associates

**File:** 01\_LaPas-Maintenance.vsd  
**Date:** 11/18/2008  
**Page:** 3/3

|                     |   |
|---------------------|---|
| Time                | Mid November  |
| LaPas Administrator |  |
| Systems             |  |





# Glossary of SAP terms (page-1)

- A. **BRASS/Excel data**: Legacy data systems used for budget prep by OPB, Departments, Agency, et all.
- B. **AFS (Budget control)**: Legacy system for execution / control of budgetary spending
- C. **CFMS (Purchasing)**: Legacy system for records and purchasing data.
- D. **No Budget Data Warehouse on the Legacy side**
- E. **No equivalent in Legacy**

- A. **BP system**: Budget preparation, a Business Warehouse based SAP solution for preparation of budget.
- B. **FM module**: Funds Management module in SAP ECC 6.0, which aids in the execution/control of budgetary spending in US public sector units.
- C. **SAP ECC 6.0**: The transactional system of SAP (older version was SAP R/3), which includes Finance, HR and **Procurement** modules.
- D. **BI**: SAP Business Intelligence also known as Analytical system of SAP.
- E. **Infocubes**: Multi-dimensional BI tables showing interactions of Characteristics and Key figures





# Glossary of SAP terms (page-2)

**F. No equivalent in Legacy:** but the equivalent examples would be General Fund, Budget Org, Budget Year, which are used to budget.

**G. No equivalent in Legacy:** but equivalent examples will be FTE (Full Time Equiv), Dollar amounts such as Salaries.

**H. Forms:** Entry screens of BRASS used by Analysts.

**I. No equivalent in Legacy:** But similar to Business Objects reports which references data from tables.

**J. Performance Indicators:** State's Key Pls, Supporting Pls and General Pls.

**F. Characteristics:** Data like Fund, Cost Center, Fiscal year or Period; in BP, these values (i.e. master data) are used for budgeting.

**G. Key Figures:** Values, quantities, or dollar amounts of transactional data; in BP, the amount/quantity is used for budgeting.

**H. Planning Layouts:** Entry screen of Budget Prep modules, with front-end tools of either Excel or Web-based.

**I. BEx (Business Explorer):** Excel-based front-end tool for End-users for Planning Layouts or Reports, which references data from Infocubes.

**J. Key Performance Indicators:** Industry term collectively for Performance Indicators.





# Current Legacy Systems Alignment

## 1. BRASS

Used by Analysts in OPB for:

- entry of Agency Budget 'summary' data
- analysis of Agency Budget data
- prep / consolidation of Continuation Budget
- prep / consolidation of Executive Budget
- prep / consolidation of State Budget
- BSLT tracking & Wave Reports
- Tracking of Performance Measures (standalone)

## 2. LaPAS

Agency Tool to report Performance Measures

## 3. Pattern-Stream

Used for publishing the Budget

## 4. Excel Sheets

- a) Consolidation, etc in OPB
- b) Agency Budget Prep spreadsheets

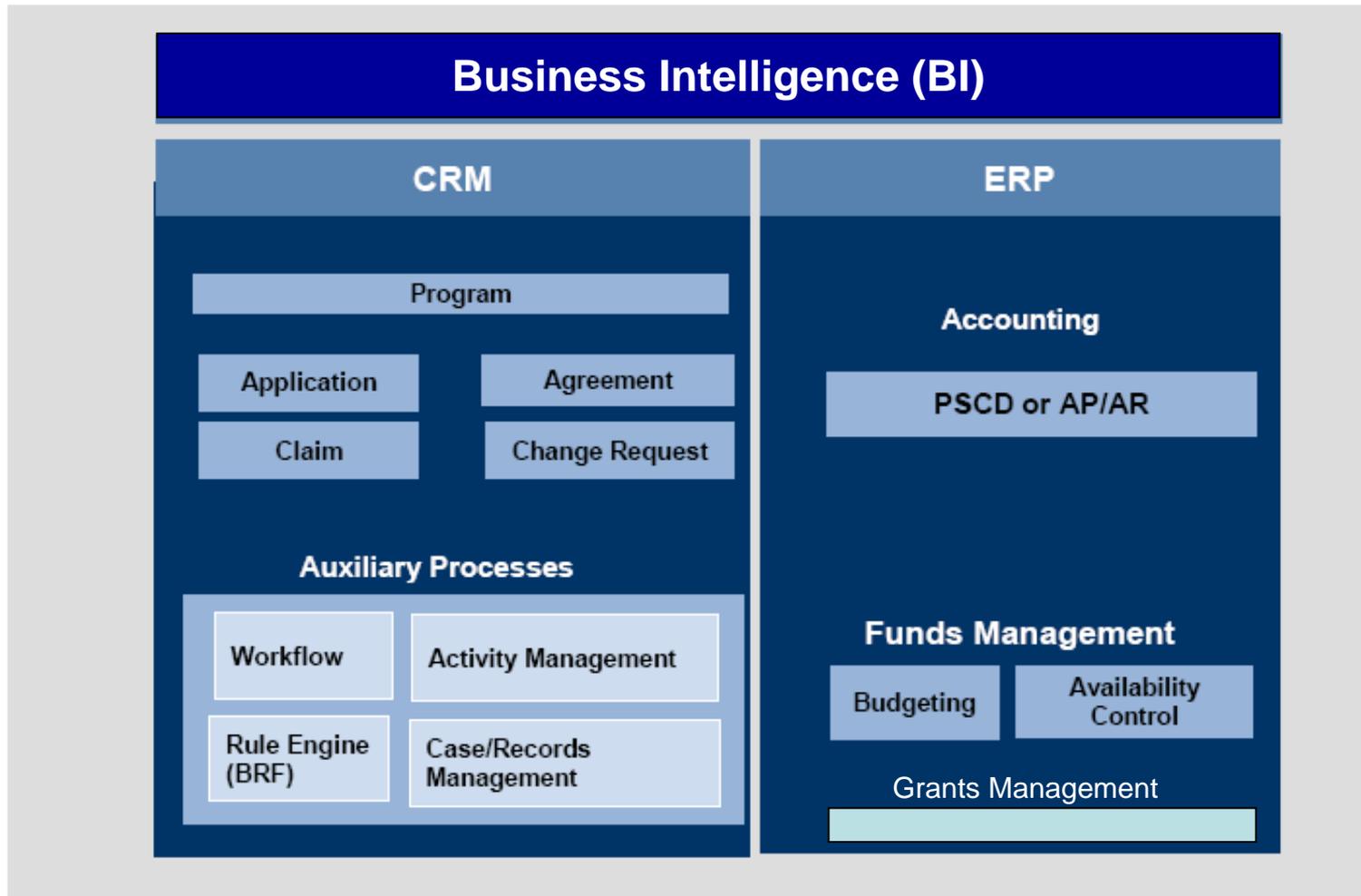
## 5. For Legislature

MS-Word file or Word Perfect file



# BI system / ECC / CRM system interface

## Grantor Management Architecture

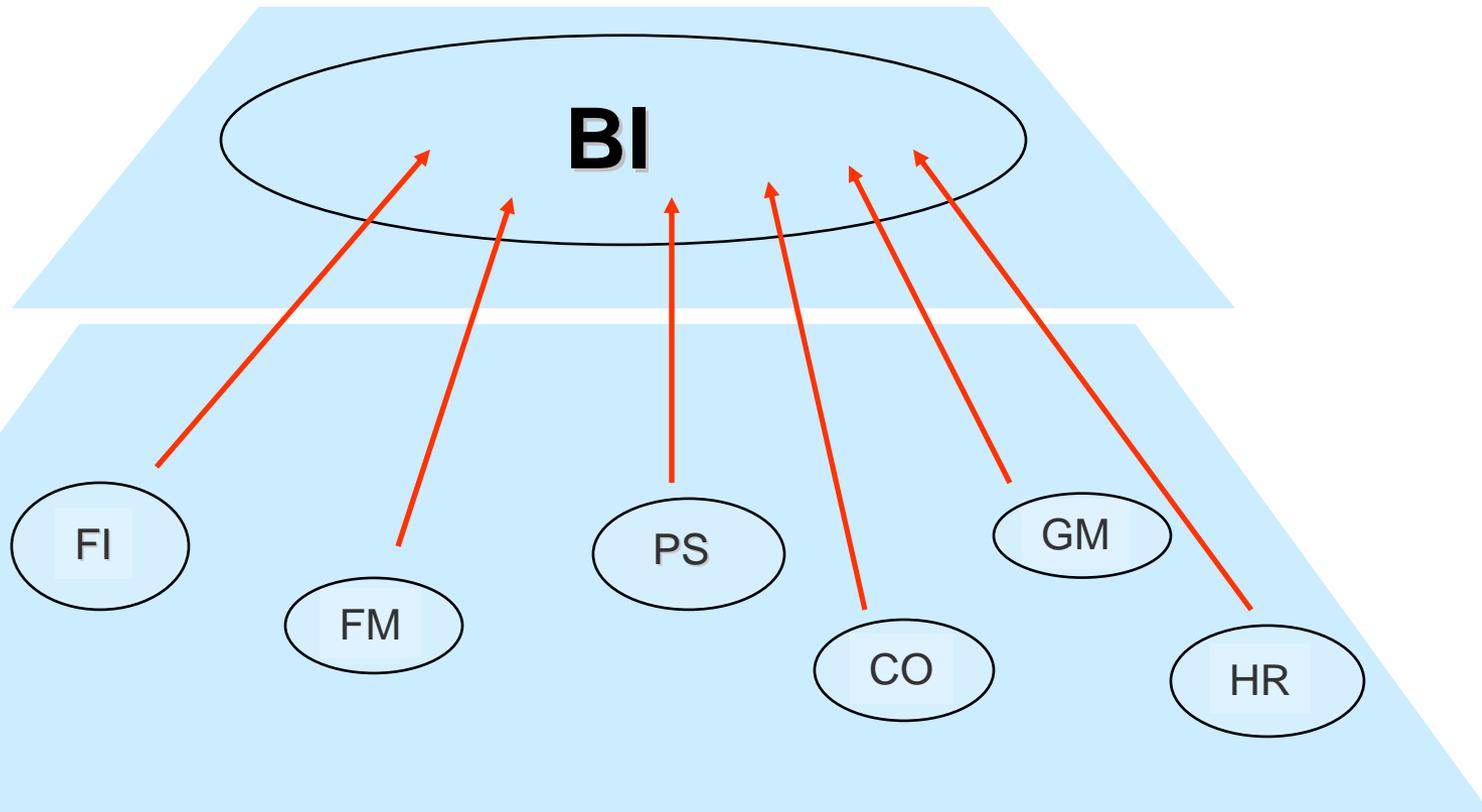




# BI system / ECC system interface

Detailed data from the various ECC modules are 'extracted' nightly into BI. This information is organized into the pre-defined Cubes and reports.

**Reporting  
&  
Planning**



**SAP ECC  
transactions**



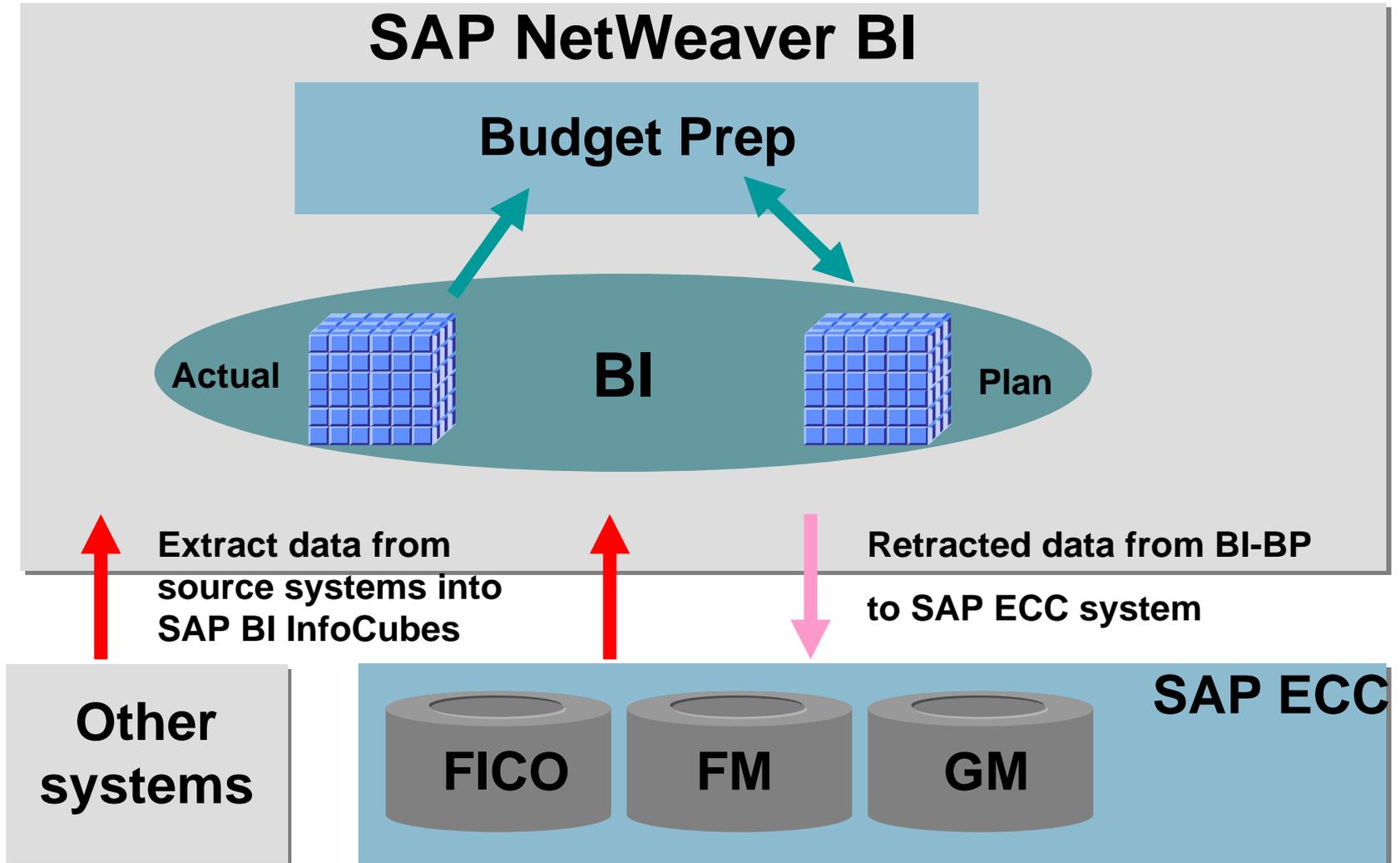
# KPIs in the Business Intelligence system

Branch-off to the SAP Business Intelligence (BI)

slide deck from Ron Burke & Tom Hislop

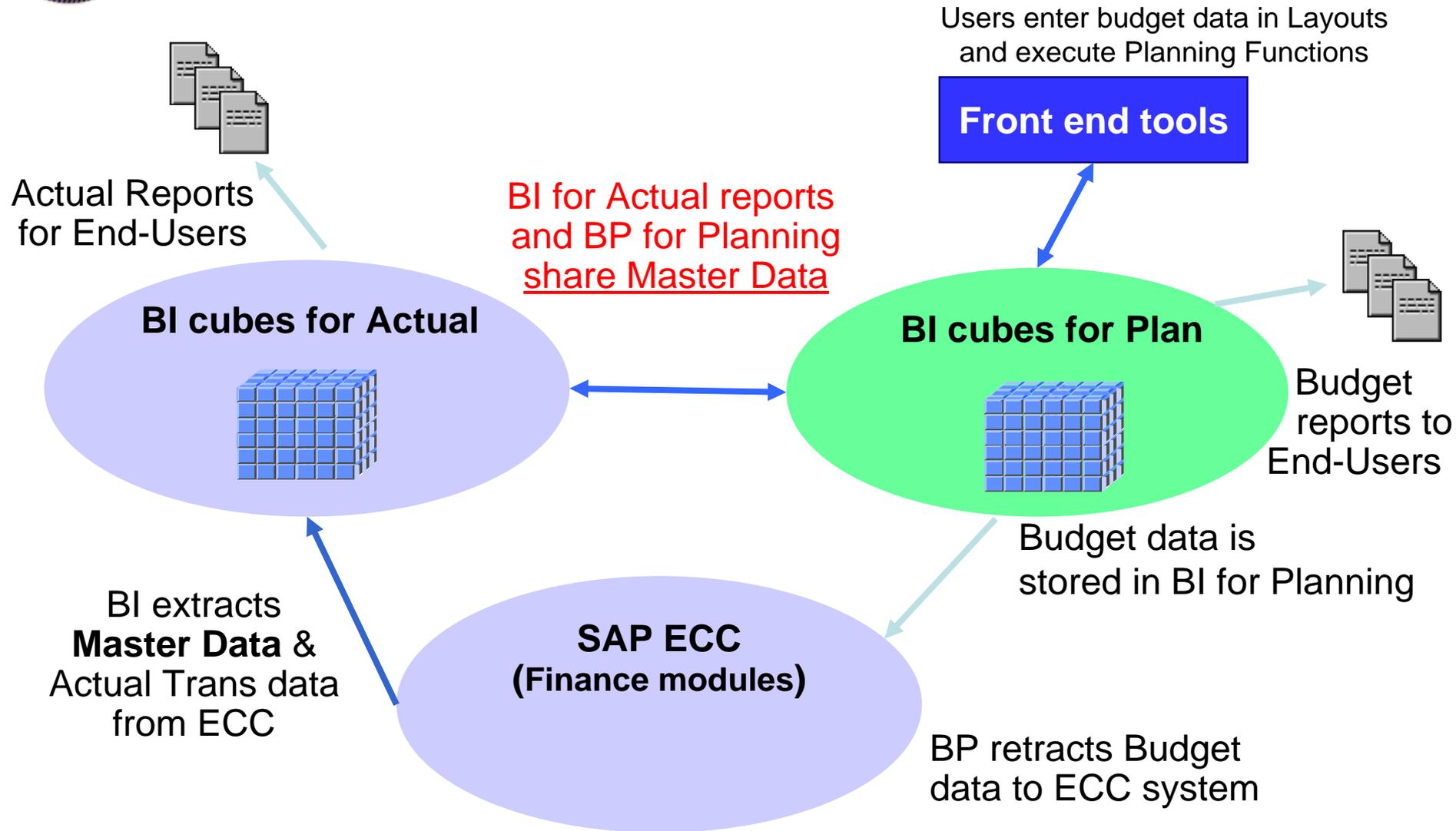


# Budget Prep concepts: BI-based orientation (1)





# BP & BI relationship to ECC





# Discussion of TO-BE Performance Measures

- Discuss-1 AS-IS Performance Measures: LaPAS data versus BRASS data:
- Reason for differences between Agencies and OPB (Analyst data & comments?)
  - Recent initiatives by State of Louisiana (RPF) to re-vamp Performance Measures
  - New Activity-based Performance Measures initiated in this year's budgeting
- Discuss-2 Selection of current or future SAP Budgeting Tool vs. Agency input need:
- Current lack of out-of-the-box KPI functionality in the IP solution vs Development
  - Either way, the need for year-round Agency input & reporting tool
- Discuss-3 Process for Budget preparation and Budget publishing
- Entries for Executive Budget to be additionally facilitated in the existing tool
  - File location of KPI Query output and Text to be specified for Pattern Stream
- Discuss-4 Tentative Approach for Realization phase:
- Develop Prototype for few KPIs for say one Agency and progress State-wide later

Note: Another option to evaluate KPIs in the SAP new release for Budgeting



# Performance Measures: in the Executive Budget



**2. (KEY) To obligate 95% of the Louisiana Community Development Block Grant (LCDBG) federal allocation within twelve months of receipt and in a cost effective manner.**

Louisiana Vision 2020 Link: To improve the efficiency and accountability of governmental agencies.

Children's Budget Link: Not applicable

Human Resource Policies Beneficial to Women and Families Link: Leave for Maternity, Family and Medical Leave Act (FMLA), Sexual Harassment in the Workplace, Attendance/Leave and Work Hours, Workplace Violence.

Other Link(s): Not applicable

### Performance Indicators

| I | Performance Indicator Values   |                |  |                               |  |                                       |
|---|--|----------------|--|-------------------------------|--|---------------------------------------|
|   | Year(s)  | Actual Year(s) | Performance Standard as Initially Appropriated | Existing Performance Standard | Performance At Continuation Budget Level | Performance At Executive Budget Level |
| E | Performance Indicator Name   | FY 2004-2007   | FY 2004-2007                                   | FY 2007-2008                  | FY 2008-2009                             | FY 2008-2009                          |
| K | Percentage of annual LCDBG allocation obligated within twelve months of receipt (LAPAS CODE - 140) |                | 95%  | 95%                           | 95%                                      | 95%                                   |
|   | Amount of LCDBG funds subject to obligation (LAPAS CODE - 11404)                                   | \$ 30,000,000  | \$ 30,000,000                                  | \$ 30,000,000                 | \$ 30,000,000                            | \$ 26,678,500                         |
| S | Total amount of LCDBG funds obligated (LAPAS CODE - 6090)  | \$ 30,000,000  | \$ 30,000,000                                  | \$ 30,000,000                 | \$ 30,000,000                            | \$ 26,678,500                         |





# Performance Measures: Quarterly updates in LaPAS

Quarter Information - Archived Internal Page

http://www.lapass.com/secure/gov/faculty/external/external.html

File Edit View Favorites Tools Help    Units of Customers Units    W/ Alerts    TrafficLand.com - Baton Rouge, LA

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**Fiscal Year** 2009

**Department** 01 - Executive Department

**Agency** 107 - Division of Administration

**Program** C - Community Development Block Grant

**Objective** 2 - To obligate 95% of the Louisiana Community Development Block Grant (LCDBG) federal allocation within twelve months of receipt and in a cost effective manner.

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**PI Num** 1

**PI Name** Amount of LCDBG funds subject to obligation

| PI Level | PI Format | Prior Year | Annual Perf Standard | PS Revised | Final Variance (%) | Var Ind | PI Code |
|----------|-----------|------------|----------------------|------------|--------------------|---------|---------|
| 5        | 5         |            | 26628500             |            |                    | F       | 11484   |

---

| Quarter | Target   | Actual | Variance (%) | Agency Head Approval | Period Code |
|---------|----------|--------|--------------|----------------------|-------------|
| 1       |          |        |              | Y                    | LP          |
| 2       | 22837733 |        |              |                      |             |
| 3       |          |        |              |                      |             |
| 4       | 2662543  |        |              |                      |             |

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Q1 Notes

Q2 Notes

Q3 Notes

Q4 Notes

Yearend Notes

Discuss: Another field to be incorporate for OPB entries?



# Discussion of TO-BE Performance Measures

- Discuss-1 AS-IS Performance Measures: LaPAS data versus BRASS data:
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Note: Another option to evaluate KPIs in the SAP new release for Budgeting



# Process Summary for Performance Measures

- Existing Performance Monitoring process, with quarterly input by Agencies, is proposed to be continued, for time being, until new/revised KPIs are developed, based on SAP account codes and module features
  - Transformation is needed for all existing KPIs to SAP based Account codes (e.g. Appropriation Unit in SAP Account code structure, say, for Grants)
  - For time being, Front-end Tool used by Agencies for monitoring data capture does not change
- Agency Performance data from the existing front-end tool would be loaded, periodically, in custom BI cubes for Reporting and for OPB Budget build
  - There will be no need to re-key any information, for reporting and/OPB Budget build
  - Additional OPB comment capture may be incorporated into the existing Front-end tool
- KPI data included in Budget publishing will be referenced via BI Queries and accessed by Pattern Stream. SAP BI Queries would be the primary source of all financial module data to support KPIs
  - BI Queries will be accessed for all KPI related presentations
  - The KPI presentation tool will be determined during the Realization phase
- Discuss: Is there a need to capture Agencies text entries from existing tool and load into BI, for Performance reporting and/or Budget publishing?



# Enterprise Readiness & Training challenges

- Agency users would continue the use of the existing tool, with OPB users also using the same for PI entries. PI data display, PI Reports and PI data for budget publishing (with interface to Pattern-Stream) will be in BI Reporting, based on periodic data load from the existing tool to BI cubes.
- Queries & reports will be developed in Business Intelligence (BI) Reporting, using Business Explorer (BEx) and/or Web Tools, to furnish all “financial data” for KPI reference.
- There will be the need for suitable Training to all authorized Users to access BI Queries related to KPIs; Of these, Agency users will need pre-canned queries/reports, but OPB and other controlling agency Users (due to their need for more analysis) may need access to develop Reports/ Queries/Dashboards, besides Budget or COE Super-Users who would manage the overall BI-based KPI process.
- Further evaluation of the options for PI data during Budget build will be evaluated until a final decision is taken related to the implementation of Budget Prep module.



# Next Steps

- Prepare and send out Minutes of this Meeting to all Invitees
- Commence incorporation of details into draft Design document (PDD)
- Follow-up on Action Items identified during this Workshop
- Schedule off-line meeting(s) to discuss areas of special concern, if any
- Plan follow-on Workshops, as required
- Review Overall design in the Validation Workshop
- Ensure all To-Do's are appropriately documented



# Questions?

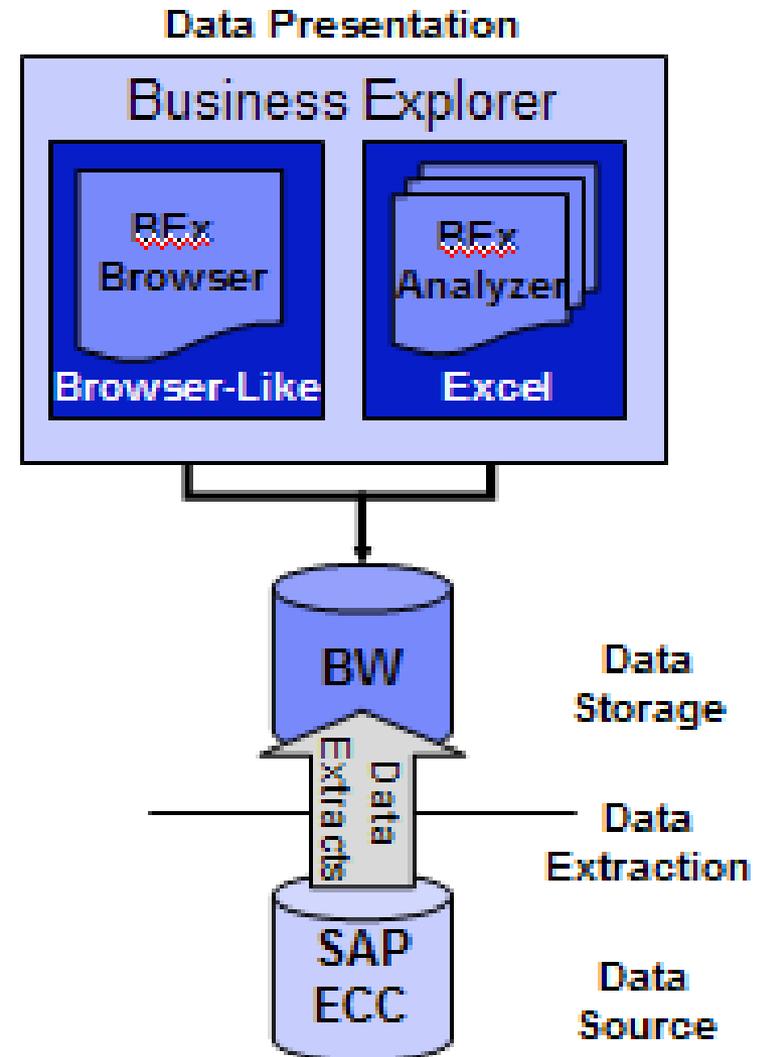




# Data extraction from ECC to BI

BI system (Business Intelligence) consists of:

- Programs that extract data from SAP ECC tables or any other Legacy or External data systems
- A Database (with standard-delivered or custom developed cubes) that maintain the extracted data – this offers slice & dice capability
- Front-end tools to read data (BI Reports) or write data (IP budget data entry and change)





# BEx Analyzer Navigation (1)

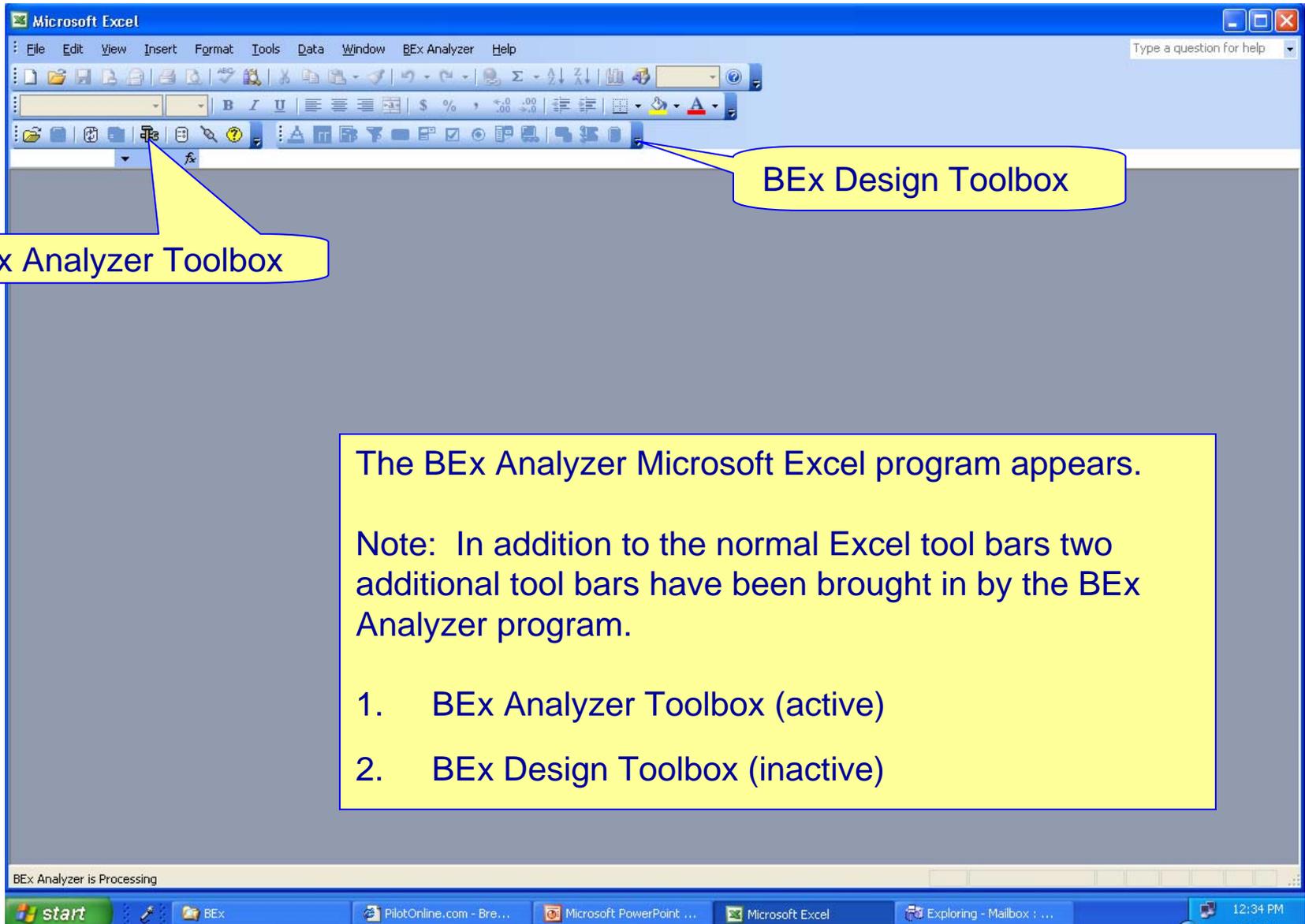
The screenshot shows a Windows XP desktop environment. The Start menu is open, displaying a list of programs. The path to the BEx Analyzer tool is highlighted: Start > Business Explorer > Analyzer. The taskbar at the bottom shows the Start button, a Snagit icon, and the system tray with the date and time (3:12 PM, Thursday, 10/11/2007).

**Note:** The following slides demonstrate how to access and navigate the BEx Explorer tool.

1. Click the Start button.
2. Follow path Start > Business Explorer > Analyzer.



# BEx Analyzer Navigation (2)



The screenshot shows the Microsoft Excel interface with the BEx Analyzer program loaded. The menu bar includes File, Edit, View, Insert, Format, Tools, Data, Window, BEx Analyzer, and Help. The ribbon shows standard Excel tabs like Home, Insert, and Data. Two additional toolbars are visible: the BEx Analyzer Toolbox (active) and the BEx Design Toolbox (inactive). Callout boxes point to these toolbars. The status bar at the bottom indicates "BEx Analyzer is Processing".

**BEx Analyzer Toolbox**

**BEx Design Toolbox**

The BEx Analyzer Microsoft Excel program appears.

Note: In addition to the normal Excel tool bars two additional tool bars have been brought in by the BEX Analyzer program.

1. BEx Analyzer Toolbox (active)
2. BEx Design Toolbox (inactive)

BEx Analyzer is Processing

start | BEx | PilotOnline.com - Bre... | Microsoft PowerPoint... | Microsoft Excel | Exploring - Mailbox : ... | 12:34 PM





# Select Reports Tab or Layout for Depts & Grants

- 1. Click the **Layouts for Depts & Grants** tab.

The screenshot shows the SAP BI-IP Depts & Grants interface. At the top, there is a navigation bar with tabs: Home, SAP Access, Employee Self Service, Manager Self-Service, BI Reports, and BI-IP Depts & Grants. A yellow callout bubble points to the BI-IP Depts & Grants tab with the text "Click BP Layouts for Depts & Grants". Below the navigation bar, there is a search bar and a "Search" button. The main content area is divided into several sections. On the left, there is a sidebar with a "Services" menu and a "LA GOV ERP Portal" button. A yellow callout bubble points to this button with the text "Click to access LA GOV ERP Portal". The main content area features a large image of a flooded area with a yellow callout bubble pointing to it with the text "Click BP Layouts for Depts & Grants". Below this image, there is a section titled "Inside ERP" with a grid of buttons. A yellow callout bubble points to one of the buttons with the text "Click to access LA GOV ERP Portal". To the right of the "Inside ERP" section, there is a video player showing a man in a suit speaking at a podium. Below the video player, there is a "Video Archive" section with a list of items: Vetted Legislative Raise, Fiscal Discipline, Crawfish Boil, Forestry Enforcement, Day One Guarantee, Legislative Egg Breakfast, Poultry Virus Exercise, and Workforce Development.



# Planning front-end: [Web](#) Budget Layouts

BEx Web - DepartmentSalary - Microsoft Internet Explorer

Address: [ip.bi2fivews12fcom.sap.ip.bi.bex?TEMPLATE=ZBQD2003&DUMMY=1](http://ip.bi2fivews12fcom.sap.ip.bi.bex?TEMPLATE=ZBQD2003&DUMMY=1) Go

## SALARY PLANNING LAYOUT

Fiscal Year (Single Value Entry, Required): 2008

PBP: Plan Version: D2

Transfer Data Save Reset Change Data Open Variable

Print Export to excel Log off

| Cost Center | Fund            | Functional Area  | Job Class      | Position | Pers. No |        |     |     |
|-------------|-----------------|------------------|----------------|----------|----------|--------|-----|-----|
| 2300096510  | SBBC/2300096510 | NOT_RELEVANT     | 020215         | 80000103 | 970140   | 79     | AL  |     |
|             |                 |                  | 970140         | 80000103 | 970140   | 79     | AL  |     |
|             |                 | 7731000000000000 | Staff Services | 250225   | 80000079 | 250225 | 108 | Nc  |
|             |                 |                  |                | 250226   | 80000079 | 250225 | 108 | Nc  |
|             |                 |                  |                | 370540   | 80000076 | 900101 | 54  | s : |
|             |                 |                  |                |          | 80000104 | 900249 | 67  | TC  |
|             |                 |                  |                | 900101   | 80000076 | 900101 | 54  | s : |
|             |                 |                  |                | 900249   | 80000104 | 900249 | 67  | TC  |

Overall Result

Internet

**Illustration for an Agency Web Layout**