



Agenda Item No. 3

To: Rules, Policy and Industrial Relations Committee/Committee of the Whole Meeting of March 11, 2005

From: Teri W. Mantony, Deputy General Manager Administration and Development
Joe Wire, Auditor-Controller
Celia G. Kupersmith, General Manager

Subject: **APPROVE CHANGES TO THE TABLE OF ORGANIZATION RELATIVE TO POSITIONS NECESSARY FOR IMPLEMENTATION AND MAINTENANCE OF THE FINANCIAL MANAGEMENT INFORMATION SYSTEM**

Recommendation

The Rules, Policy and Industrial Relations Committee recommends that the Board of Directors approve reorganization and staffing changes, and amend the Table of Organization accordingly, to include the following specific actions:

- a. Add a new Information Systems Project Manager position, with a salary range of \$70,429 to \$85,093, not including benefits, in the IS Department;
- b. Restructure and re-title a Senior Programmer Analyst position to a Senior System Support Specialist, with a salary range of \$62,927 to \$76,050, not including benefits, in the IS Department;
- c. Add two HRIS/Payroll Analyst positions with a salary range of \$53,021 to \$64,077, not including benefits,

with the understanding that the cost of the additional positions authorized as part of this item will be permanently offset through the FY 2006 and FY 2007 budget processes.

Summary

Implementation of the FMIS project began in September 2003, with Board action to authorize execution of contracts with SunGard Bi-Tech and Spear Technologies, Inc. to provide system software and assistance in configuring an integrated financial accounting, budgeting, purchasing, human resources, payroll, and maintenance management information system. This new system will serve as the backbone of the District's business management processes for years to come. By its very nature, the system will serve as the catalyst for numerous changes to the organizational structure and work processes as it will move the District away from a mainframe computing environment and from numerous time-consuming paper-intensive processes to one where business processes are shifted online to end-user groups.

Based upon “best practices” reviews and initial system experience, several staffing and organizational changes related to system implementation have been identified that are necessary to accurately reflect the changing roles and responsibilities of staff within the organization. These changes represent another step in a series of structural and position changes that started with implementation of the FY 2004 and FY 2005 budgets (payroll/timekeeping consolidation, Information Systems reorganization, staffing reductions, and budget office consolidation) to support the long-term goal of the project and to provide for work process and staffing efficiencies through reorganization and re-training of work groups, proper placement and scoping of staff positions, and streamlining and consolidation of work processes. Some of this will be achieved as a part of initial system start-up, but it is anticipated that this transition phase will continue through the FY 2007 budget process as we finalize system implementation and conduct post-implementation audits and reviews.

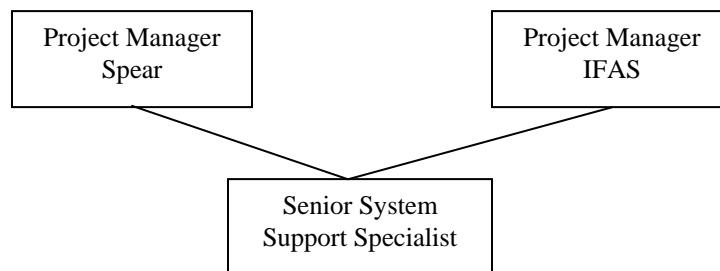
This item proposes several structural and staffing changes in the areas of Information Systems (IS), Human Resources, and Payroll. In addition to proposing a revised system support structure within the IS Department, this item proposes creating Analyst positions within Human Resources and Payroll to serve as the IFAS system administrators within these “owner” departments. These changes have been identified to move forward now in order to ensure that the proper and critical staffing structure is in place during this labor-intensive period prior to go-live of the new Human Resources and Payroll system in July.

Background

Proposed Information Systems Changes

In March 2004, an initial Information Systems (IS) reorganization was completed to reflect the changing roles of IS staff as technology has evolved over the past 10 years, as well as anticipated changes required to support the FMIS project implementation. Now that we are well into the implementation process, have 8 months of working experience with the IFAS financial system, and are on the verge of going live with both Spear purchasing and IFAS human resources and payroll systems, it is necessary to make additional changes to the IS Department structure and staffing in order to support the ongoing operation and upkeep of the new system.

The proposed FMIS system support structure for IS is as follows:



This structure provides for two Project Manager positions within the IS Department (there is currently only one authorized per the IS Organizational Chart), each with the responsibility to lead IFAS and Spear system support. These positions each would have additional responsibilities unrelated to Spear and IFAS (such as HASTUS scheduling and dispatch system implementation/support, transit statistical system implementation/support) but would serve as the focal point for Spear and IFAS system support. In addition, a Senior System Support Specialist position would provide system support for both project managers and systems. This position would handle routine inquiries, fill in during vacations and other absences, and provide redundancy of system knowledge to help ensure that no one staff person knows the new operating systems exclusively. Based upon system knowledge at this point, it is anticipated that the support position will focus primarily on IFAS activities, with some responsibility for Spear inventory and maintenance systems.

The changes required to achieve this structure include action to create a second Project Manager position within the IS Department and restructure a Senior Programmer Analyst position and re-title it Senior System Support Specialist within the IS Department. Over the last several months, a temporary Project Manager assignment, authorized by the General Manager in accordance with the *Human Resources Guide*, has existed to accomplish critical work. If approved, a Senior Programmer Analyst position in the current department structure would be restructured to reflect IFAS support needs. The position will also be re-titled. For compensation purposes, the Senior System Support Specialist will be valued the same as a Senior Programmer Analyst. The skills and qualifications for the two positions are similar and at the same level of complexity.

Proposed Human Resources and Payroll Changes

In the current mainframe environment, Human Resources and Payroll rely significantly upon the IS Department to run the payroll, input and maintain employee and pay data, program pay calculation codes, and develop and maintain system reports. With the implementation of IFAS, these roles and responsibilities will significantly shift to the Human Resources and Payroll functional areas, and the role of IS will change to that of technical support, with a focus on maintaining system operation, providing application support, and providing technical support for complex reporting and calculation code programming requirements. Attachment A, titled *IFAS Integrated Responsibilities and Functions*, provides a description of the expected roles and responsibilities and interrelationship of these three departments in the new IFAS computing environment.

This item recommends creating two new system analyst positions, one within the Human Resources Department and one within the Payroll Department, to serve as IFAS system administrators within these "owner" departments. These positions would serve as the gatekeepers for system operation and data maintenance, and would be responsible for understanding and operating the system, interpreting and enforcing MOU pay and benefit rules, organizing and administering data tables and input, ensuring long-term data integrity through system audits, and managing reporting requirements for their respective modules.

These complementary positions would work closely with one-another to support system operation and long-term maintenance, while providing for an environment of checks and

balances between Human Resources-controlled data and Payroll-managed data and processes. While the analyst position in Payroll would focus on supporting IFAS payroll activities full-time, it is anticipated that the Human Resources position would also support other analysis needs such as labor agreement compliance, benefits reconciliation, and compensation analysis.

Fiscal Impact

The chart below shows annualized costs associated with these changes:

	New	Offset	Net
IS Project Manager	\$85,093	0	\$85,093
Senior Systems Support Specialist	\$76,050	\$76,050	0
HRIS/Payroll Analyst, Human Resources	\$64,077	0	\$64,077
HRIS/Payroll Analyst, Payroll	\$64,077	0	\$64,077
	\$289,297.00	\$76,050.00	\$213,247.00

The additional FY 2005 cost of these positions will be absorbed by the respective departments. The cost of the additional positions authorized as part of this item will be permanently offset through the FY 2006 and FY 2007 budget processes.

Attachment