

Business Operations
Ofelia San Pedro, Deputy Superintendent

**SUBJECT: ENTERPRISE RESOURCE PLANNING (ERP) PERSONNEL PLAN
(PHASE 1)**

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2. ESTABLISH AND CLASSIFY MANAGERIAL EXEMPT PERSONNEL (MEP) POSITIONS IN THE OFFICE OF ENTERPRISE RESOURCE PLANNING
3. APPROVE THE APPOINTMENTS OF PERSONNEL TO MANAGERIAL EXEMPT POSITIONS IN THE OFFICE OF ENTERPRISE RESOURCE PLANNING (ERP) IN ACCORDANCE WITH THE IN-HOUSE ENTERPRISE RESOURCE PLANNING (ERP) PERSONNEL PLAN

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COMMITTEE: SCHOOL SUPPORT ACCOUNTABILITY

LINK TO DISTRICT

STRATEGIC PLAN: IMPROVE FINANCIAL SERVICES

The School Board first approved the Enterprise Resource Planning (ERP) system on December 14, 2005, as part of the District's Comprehensive Information Technology Blueprint. On March 14, 2007, the School Board authorized staff to enter into negotiations with Deloitte Consulting LLP, to provide implementation services for MySAP ERP Solutions software, and with SAP Public Services, Inc., for the acquisition of the aforementioned software. On July 11, 2007, the School Board authorized the Superintendent to enter into a contract with Deloitte and SAP, and to also award a contract to Bank of America to finance the project up to \$85.4M. This item seeks approval for the in-house Enterprise Resource Planning (ERP) Personnel Plan.

The needs, benefits, and critical success factors of the ERP project were previously described in the July 11, 2007, Board Agenda Item E-147.

Staff Requirements

In order to integrate the MySAP ERP Solutions software into the School District, a team of M-DCPS staff is required. An organizational chart has been developed that will support the project's initial staffing needs. (See Appendix 1).

Revised
D-11

This item represents the first phase of M-DCPS staff required to launch the project in September, 2007. Authorization of the Board is requested to establish and classify new administrative position classifications in accordance with School Board Rule 6Gx13- 4D-1.022, Manual of Procedures for Managerial Exempt Personnel (MEP). Additional staff will be gradually required during the next several months, including specialty type positions which will be brought before this Board at a later date. Consequently, it may be necessary to backfill some critical positions vacated by staff reassigned to the ERP project. The remaining open positions in Phase I will be advertised and selected candidates presented at the October Board meeting. } Added

The success of this project hinges upon being able to accomplish this ERP Personnel Plan by hiring the best possible candidates within a recommended time period as agreed to with Deloitte. Therefore, it is recommended that the ERP Personnel Plan incorporate the following:

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2. establish and classify the following job descriptions in Managerial Exempt Personnel (MEP) in the Office of Enterprise Resource Planning:

- a. ERP Technology Senior Director, MEP, pay grade 23
 - b. ERP Integration Senior Director, MEP, pay grade 23
 - c. ERP Change Management Senior Director, MEP, pay grade 23
 - d. ERP Director, MEP, pay grade 22
 - e. ERP Team Leader, MEP, pay grade 21
 - f. ERP Analyst, MEP, pay grade 17
- } Revise

3. in order to ensure successful implementation, sufficient dedicated employees from M-DCPS with the right skill sets and knowledge of M-DCPS business processes are required for these assignments. It is recommended that the following personnel assignments be authorized by the School Board:

<u>NAME</u>	<u>CURRENT ASSIGNMENT</u>	<u>CURRENT PG</u>	<u>NEW ASSIGNMENT</u>	<u>NEW PG</u>
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<u>NAME</u>	<u>CURRENT ASSIGNMENT</u>	<u>CURRENT PG</u>	<u>NEW ASSIGNMENT</u>	<u>NEW PG</u>
Linda Jones	Executive Director Technical Architecture Systems & Programming Services	22	ERP Technology Senior Director, Enterprise Resource Planning	23
Jose Fernandez	Director Performance Improvement, Business Operations Performance Improvement	21	ERP Change Management Senior Director, Enterprise Resource Planning	23
Roxana Vega	Executive Director Performance Improvement, Performance Improvement	22	ERP Director, Enterprise Resource Planning	22
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Eric Ojeda	Supervisor II, Operational Accounting, Accounts Payable	44	ERP Director, Enterprise Resource Planning	22
Yvette Arango	Administrative Aide IV, Financial Operations	-	ERP Analyst, Enterprise Resource Planning	17

The in-house Enterprise Resource Planning (ERP) Personnel Plan provides a 9% promotional increase, consistent with the Manual of Procedures for Managerial Exempt Personnel, for employees assigned to ERP positions having a higher pay grade. The ERP Personnel Plan also provides a 5% increase in salary to those MEP employees laterally reassigned to a MEP position in the Office of Enterprise Resource Planning.

Added

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RECOMMENDED: That The School Board of Miami-Dade County, Florida, effective September 5, 2007:

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2. Establish and classify the following MEP positions in the Office of Enterprise Resource Planning:

- a. ERP Technology Senior Director, MEP, pay grade 23
- b. ERP Integration Senior Director, MEP, pay grade 23
- c. ERP Change Management Senior Director, MEP, pay grade 23
- d. ERP Director, MEP, pay grade 22
- e. ERP Team Leader, MEP, pay grade 21
- f. ERP Analyst, MEP, pay grade 17

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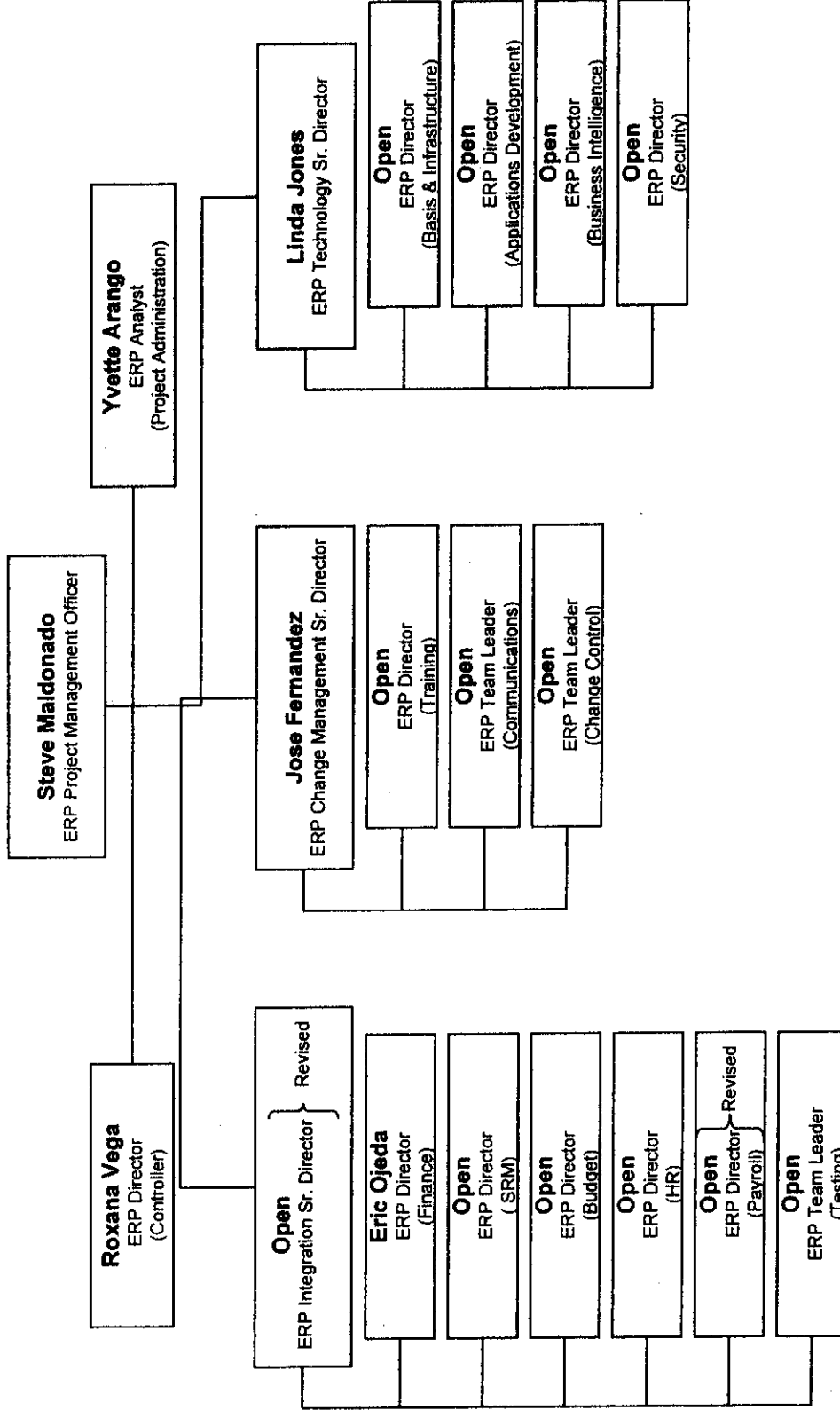
3. Approve the recommendations as set forth above for appointments of personnel in accordance with the in-house Enterprise Resource Planning Personnel Plan, to be effective September 5, 2007 or as soon thereafter as can be facilitated.

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SALARY RANGE	
MEP	
23	88,200 – 134,994
22	78,713 – 129,815
21	72,828 – 122,039
17	53,825 - 86,567

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Enterprise Resource Planning (ERP) Organization (Appendix 1)



APPENDIX 2



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DRAFT**Miami-Dade County Public Schools****Job Description****IDENTIFICATION INFORMATION**

1. JOB TITLE:	ERP Technology Senior Director	
2. DEPARTMENT:	Enterprise Resource Planning	
3. IMMEDIATE SUPERVISOR:	ERP Project Management Officer	
4. PAY GRADE:	23	} Revised
5. JOB CODE:	TBA	
6. BARGAINING UNIT:	6	
7. POSITION AUTHORIZED	Board Item D-11, September 5, 2007	

OCCUPATIONAL SUMMARY

This position is responsible for technical implementation, maintenance, operations and support for Enterprise Resource Planning (ERP). This position will lead and direct the system analysts, software developers, and technology resources; manage outside consultants and contractors; and provide the architecture direction for the ERP platform.

EXAMPLES OF DUTIES

1. Defines the application and technical architecture structure. Ensures that all components work together to meet the objectives and performance goals as defined by business requirements.
2. Reviews and integrates all application requirements, including functional, security, integration, performance, quality and operations requirements.
3. Reviews and integrates the technical architecture requirements for development, execution and operations environment. Approves all final decisions regarding hardware, network products, system software, and security.
4. Leads the application and technical architecture analysis, design and implementation to ensure the fulfillment of the business requirements. Collaborates with integration teams on design to ensure that the design satisfies the stakeholders' requirements.

5. Sets deadlines, assigns responsibilities and monitors progress for the ERP system implementation. Determines how the application is supported in production, including back-ups, disaster recovery, system performance and project management. Resolves conflicts in direction or resources.
6. Reviews application and technical architecture deliverables throughout development to ensure quality and requirements traceability.
7. Manages vendor relationships.
8. Communicates and collaborates any cross-area or cross-release issues with executive management and business teams. Direct the preparation, updating and reporting of the project progress and issues.
9. Performs other duties related to the general administrative responsibilities of the position.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: sitting, mobility, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Bachelor's degree in Finance, Human Resources, Business Administration, Computer Science or related field.
2. Eight (8) years of progressively responsible experience with at least three (3) years of supervisory experience.
3. In-depth knowledge of M-DCPS information systems technical environment capabilities and business processes.
4. Knowledge of information technology data management and applications.
5. Demonstrated ability to communicate effectively in both oral and written forms.

Miami-Dade County Public Schools

Job Description

IDENTIFICATION INFORMATION

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|--------------------------|------------------------------------|-----------|
| 1. JOB TITLE: | ERP Integration Senior Director | |
| 2. DEPARTMENT: | Enterprise Resource Planning | |
| 3. IMMEDIATE SUPERVISOR: | ERP Project Management Officer | |
| 4. PAY GRADE: | 23 | } Revised |
| 5. JOB CODE: | TBA | |
| 6. BARGAINING UNIT: | 6 | |
| 7. POSITION AUTHORIZED | Board Item D-11, September 5, 2007 | |
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OCCUPATIONAL SUMMARY

The position will provide strong overall leadership to the business process, technology, change management, and organizational readiness components for Enterprise Resource Planning (ERP) in order to ensure that projects are implemented on time, within budget and meet stakeholders' expectations. Administers all phases of the project that are launched and deployed.

EXAMPLES OF DUTIES

1. Collaborates and communicates with business teams, Project Management Officers (PMOs), System Development and outside consultants and contractors to assess feasibility, prioritize projects and implement standardized business solutions across the process areas.
2. Directs the development and integration of product delivery using formal project management techniques and software, and provide consistent methodology for managing complex and/or multiple projects in order to meet service delivery expectations and program quality standards.
3. Employs available management tools to monitor the key performance indicators including budget, resources, timelines and deliverables.
4. Directs the preparation, updating and reporting of the integration progress, issues and risks to executive management, business teams, PMOs, and System Development. Maintains a thorough knowledge of status and issues of all projects.

5. Resolves conflicts in direction or resources between business teams, PMOs and System Development. Evaluates tactical options and alternative integrated plans.
6. Facilitates creativity, efficiency and effectiveness of the business teams to identify opportunities, solve problems and meet the overall requirements of M-DCPS.
7. Directs the development and administration of the master data file used integrating cross functional areas.
8. Performs other duties related to the general administrative responsibilities of the position.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: sitting, mobility, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Bachelor's degree in Finance, Human Resources, Business Administration, Computer Science, or related field.
2. Eight (8) years of progressively responsible experience with at least three (3) years of supervisory experience.
3. In-depth knowledge of M-DCPS business processes.
4. Knowledge of integrated systems functionality, project lifecycle methodology and discipline.
5. Demonstrated ability to communicate effectively in both oral and written forms.

MIAMI-DADE COUNTY PUBLIC SCHOOLS

JOB DESCRIPTION

IDENTIFICATION INFORMATION

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|--------------------------|---------------------------------------|-----------|
| 1. JOB TITLE: | ERP Change Management Senior Director | |
| 2. DEPARTMENT: | Enterprise Resource Planning | |
| 3. IMMEDIATE SUPERVISOR: | ERP Project Management Officer | |
| 4. PAY GRADE: | 23 | } Revised |
| 5. JOB CODE: | TBA | |
| 6. BARGAINING UNIT: | 6 | |
| 7. POSITION AUTHORIZED: | Board Item D-11, September 5, 2007 | |
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OCCUPATIONAL SUMMARY

This position will direct, assess, develop, implement and manage strategies for service delivery, communication, training, organizational readiness and change management for Enterprise Resource Planning (ERP).

EXAMPLES OF DUTIES

1. Directs the assessment of the organization's change readiness and change impact amongst M-DCPS stakeholder groups.
2. Directs the development of readiness strategies including the scope, approach, resources requirements, timeline, risks, dependencies, and deliverables.
3. Directs the development and plan implementation activities, and the design of communications to obtain awareness, understanding, buy-in and support for the business process changes in the District.
4. Directs the training needs assessments and the design of curricula. Directs the assessment training effectiveness and the design of learning strategies, including the integration and use of eLearning and post training performance that supports learning strategies.
5. Directs the evaluation of the effectiveness of the existing organization structures to assess and ensure alignment with business strategy and objectives. Oversees the development of retention plans.

6. Collaborates and communicates with executive management, business teams, Project Management Officers (PMOs), System Development and outside consultants and contractors, the progress, risks, and solutions.
7. Reports status of readiness strategies to stakeholders.
8. Performs other duties related to the general administrative responsibilities of the position.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: sitting, mobility, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Bachelor's degree in Finance, Human Resources, Business Administration, Computer Science, or related field.
2. Eight (8) years of progressively responsible experience with at least three (3) years of supervisory experience.
3. In-depth knowledge of M-DCPS business processes.
4. Knowledge of change management, organizational development, learning management, supply chain processes and/or business re-engineering.
5. Demonstrated ability to communicate effectively in both oral and written forms.

Miami-Dade County Public Schools

Job Description

IDENTIFICATION INFORMATION

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|--------------------------|------------------------------------|-----------|
| 1. JOB TITLE: | ERP Director | |
| 2. DEPARTMENT: | Enterprise Resource Planning | |
| 3. IMMEDIATE SUPERVISOR: | ERP Senior Director | |
| 4. PAY GRADE: | 22 | } Revised |
| 5. JOB CODE: | TBA | |
| 6. BARGAINING UNIT: | 6 | |
| 7. POSITION AUTHORIZED | Board Item D-11, September 5, 2007 | |
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OCCUPATIONAL SUMMARY

Manage the day-to-day activities of a team working in the areas of change management, integration or technology for Enterprise Resource Planning (ERP). This position will provide guidance to the specific team during design, delivery and implementation of new processes and procedures. Ensures all aspects of project are documented according to project standards and procedures.

The ERP Director working in change management manages the day-to-day activities of teams working in service delivery, communication, training, organizational readiness and change management.

The ERP Director working in integration manages the day-to-day activities of teams working in business processes for Business Operations, Human Resources and Grants Administration.

The ERP Director working in technology manages the day-to-day activities of teams working in technical implementation, maintenance, operations and support of the system.

EXAMPLES OF DUTIES

1. Manages the team, prioritizes projects, assigns tasks and monitors progress of implementation strategies and/or deliverables.
2. Ensures alignment with business strategy and completeness of deliverables.

3. Manages and resolves day-to-day team issues regarding direction or resources.
4. Plans and coordinates stakeholder involvement and communications.
5. Develops and manages the assessment, analysis, effectiveness and/or curricula of project plans and/or learning strategies.
6. Communicates and collaborates with executive management, business teams, Project Management Officers (PMOs), System Development and/or outside consultants and contractors, the progress, risks, solutions, cross-area or cross-release issues.
7. Assists in facilitating creativity, efficiency and effectiveness of the business teams to identify opportunities, solve problems and meet the overall requirements of M-DCPS.
8. Reports progress, issues and risks.
9. Performs other duties related to the general administrative responsibilities of the position.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: sitting, mobility, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Bachelor's degree in Finance, Human Resources, Business Administration, Computer Science, or related field.
2. Six (6) years of progressively responsible experience with at least two (2) years of supervisory experience.
3. Knowledge of M-DCPS business processes, project management, change management, organizational development, learning management, supply chain processes, information technology and/or business re-engineering.
4. Demonstrated ability to communicate effectively in both oral and written forms.

Miami-Dade County Public Schools

Job Description

IDENTIFICATION INFORMATION

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|--------------------------|------------------------------------|-----------|
| 1. JOB TITLE: | ERP Team Leader | |
| 2. DEPARTMENT: | Enterprise Resource Planning | |
| 3. IMMEDIATE SUPERVISOR: | ERP Director | |
| 4. PAY GRADE: | 21 | } Revised |
| 5. JOB CODE: | TBA | |
| 6. BARGAINING UNIT: | 6 | |
| 7. POSITION AUTHORIZED | Board Item D-11, September 5, 2007 | |
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OCCUPATIONAL SUMMARY

This position will assist in the leading a team working in the area of change management, integration or technology for Enterprise Resource Planning (ERP). The ERP Team Leader will provide guidance to the team during design, delivery and implementation of new processes and procedures. Reports the overall performance of the business transformation such as staffing or resource needs, completion dates, and changes/delays in scheduling.

The ERP Team Leader working in change management assists in leading a team working in service delivery, communication, training, organizational readiness and change management.

The ERP Team Leader working in integration assists in leading a team working in business processes for Business Operations, Human Resources and Grants Administration.

The ERP Team Leader working in technology assists in leading a team working in technical implementation, maintenance, operations and support of the system.

EXAMPLES OF DUTIES

1. Assists in the development and management of the assessment, analysis, effectiveness and/or curricula of project plans and/or learning strategies.
2. Assists in prioritizing projects, assigning tasks and monitoring progress of the implementation strategies and/or deliverables.

3. Collaborates with business teams to ensure successful implementation and resolution of problems.
4. Assists in planning and coordinating stakeholder involvement and communications.
5. May conduct stakeholder orientations and training seminars.
6. Evaluates the completeness of deliverables.
7. Provides updates and report progress, issues and risks throughout each phase of the business transformation and implementation process.
8. Estimates the resources required to complete specific tasks and activities.
9. Performs other duties related to the general administrative responsibilities of the position.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: sitting, mobility, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Bachelor's degree in Finance, Human Resources, Business Administration, Computer Science, or related field.
2. Four (4) years of progressively responsible experience with at least one (1) year of supervisory experience.
3. Knowledge of M-DCPS business processes, project management, change management, organizational development, learning management, supply chain processes, information technology and/or business re-engineering.
4. Demonstrated ability to communicate effectively in both oral and written forms.

Miami-Dade County Public Schools

Job Description

IDENTIFICATION INFORMATION

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|--------------------------|------------------------------------|
| 1. JOB TITLE: | ERP Analyst |
| 2. DEPARTMENT: | Enterprise Resource Planning |
| 3. IMMEDIATE SUPERVISOR: | ERP Team Leader |
| 4. PAY GRADE: | 17 |
| 5. JOB CODE: | TBA |
| 6. BARGAINING UNIT: | 6 |
| 7. POSITION AUTHORIZED | Board Item D-11, September 5, 2007 |
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OCCUPATIONAL SUMMARY

The position will provide support to teams working in the areas of change management, integration or technology for Enterprise Resources Planning (ERP).

The ERP Analyst working in change management will provide support to a team working in service delivery, communication, training, organizational readiness and change management.

The ERP Analyst working in integration will provide support to a team working in business processes for Business Operations, Human Resources and Grants Administration.

The ERP Analyst working in technology will provide support to a team working in technical implementation, maintenance, operations and support of the system.

EXAMPLES OF DUTIES

1. Supports process design, development and implementation of project plans and learning strategies.
2. Assists in gathering requirements for project plans and data for reporting on the progress, issues and risks of the business transformation and implementation process.
3. Participates in execution and documentation of tests necessary to ensure that an application meets performance requirements.

4. Assists in conducting stakeholder orientations and training seminars.
5. Assists with the evaluation of the completeness of deliverables.
6. Participates in the collaboration with Business Teams to ensure successful implementation and resolution of problems.
7. Assists the process to estimate the resource requirement necessary to complete specific tasks and activities in the integrated project plan.
8. Performs other duties related to the general administrative responsibilities of the position.

PHYSICAL REQUIREMENTS

This work requires the following physical activities: sitting, mobility, lifting, finger dexterity, grasping, repetitive motions, talking, hearing and visual acuity. The work is performed primarily indoors.

MINIMUM QUALIFICATION REQUIREMENTS

1. Bachelor's degree in Finance, Human Resources, Business Administration, Computer Science, or related field.

OR

- Five (5) years experience in Financial Operations, Human Resources or Information Technology Systems.
2. Knowledge of M-DCPS business processes, project management, change management, organizational development, learning management, supply chain processes, information technology and/or business re-engineering.
 3. Demonstrated ability to communicate effectively in both oral and written forms.