

ITS Strategic Roadmap – FY20 Planning

Business Solutions (EBS, iProcurement, Kronos, ESS, SSS and Oracle Hyperion PSB)

Author: Dawn Clark and Beverly Nabors

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Background

Business Solutions, at writing, supports two Enterprise Resource Planning (ERP) level systems, Oracle JDEdwards Enterprise One 9.1 (current ERP solution) and Oracle eBusiness Suite R12 with Oracle R12 iSupplier Registration (currently used only for procurement).

Because of the complexity of maintaining and supporting two ERP systems and the numerous gaps identified by a three month ERP Assessment in 2016, Business Solutions is currently working with CSS Consultants to migrate to one combined ERP System, Oracle eBusiness Suite R12, and to implement Taleo and HCM Talent Management Cloud. The go-live date for these new applications is July 1, 2019.

With the migration from JDEdwards to Oracle R12, Metro's departmental users will have one source for managing services supporting accounting, payroll, procurement and HR. Oracle R12 is integrated with additional key team-supported applications: Kronos Time and Attendance and Hyperion Budgeting. While all departments of the Metro general government and Metro Nashville Public Schools (MNPS) are users of the enterprise-wide system solutions noted above, the key business stakeholder areas at this time are Finance (Operations, OMB, Purchasing, Treasury), Human Resources (Benefits/Pension, HR) and MNPS (Purchasing, Budget, Benefits, Human Capital, Finance/AP/Payroll).

The iProcurement module of Oracle R12 is an online, one-stop system for current vendors and prospective vendors to do business with Metro's general government agencies. Solicitations, vendor registration, questions, discussions, amendments, reporting and contract awards are all conducted online through this system. It is the system of record beginning with payments and the underlying address book. The key stakeholders of iProcurement and iSupplier are:

- The Purchasing, Accounts and Payment Processing divisions of Metro Finance
- Implemented departments and agencies who utilize the decentralized procurement processes
- Vendors and prospective vendors

The majority of Metro's general government departments utilize this service while certain elected officials' offices do not. MNPS currently uses their own custom purchasing system but is migrating to Oracle R12 as the system goes live.

Oracle R12 will provide a new self service process for receivables, iReceivables. The Finance department Collections office collects certain taxes and fees including tourist accommodation taxes, alcohol privilege taxes, wholesale beer and liquor taxes, and franchise fees for the Metropolitan Government. This self-service application allows the Collections office to view/print invoices and to take online payments.



Taleo will be implemented by MNPS only for recruiting and onboarding of their employees (replacing the applications Appltrac and Filebound) while Metro Human Resources will continue using NeoGov for their recruiting and onboarding of employees. Both general government and MNPS are implementing HCM Talent Management Cloud as a learning management system to assist in managing the learning and performance of employees as well as succession planning for employees. Once Metro HR is on Learning Management for the centralized training and foundational setup, plans are to roll out to other departments.

The Oracle Hyperion Public Sector Budgeting (Hyperion) allows for enterprise wide budget development, budget book, preparation, ordinance reporting, capital request and integration with Oracle R12 position control, budgeting, GL and reporting.

Finance Department leadership has declared Kronos as the standard time and attendance system for Metro departments and agencies. Kronos Time and Attendance is currently implemented for ten Metro General government departments and the support and maintenance staff for MNPS. During the implementation of Oracle R12 we have had seven departments express interest for implementing Kronos. These implementations will begin after the implementation of Oracle R12 in May 2019. Moving forward, should departments not have an existing time and attendance system, Kronos can be implemented upon request.

Current Strategic Drivers

1. **Combined ERP System Project** (Game-changing) – The alignment of our current ERP systems to one per the assessment recommendation (Oracle eBusiness Suite R12) will provide cost savings, eliminate system interfaces, and close gaps that currently exist.
2. **Customer Demand: Learning and Talent Tracking** (Game-changing) – Metro Central HR and MNPS HR require better tools to manage employee learning and performance.
3. **Customer Demand: Recruiting and Onboarding Tools** (Game-changing) – MNPS HR requires better tools for recruiting and onboarding.
4. **System Consolidation** (High) – MNPS has expressed interest in using the same procurement system as general government, which promises to reduce resource costs and eliminate a redundant system for Metro Government as a whole.
5. **Demand for Secure Government Systems** (High) – The requirements for securing of protected information per regulation (example: HIPAA for certain HR records) is a critical consideration when defining or extracting data or providing access to users in our ERP or integrated systems.
6. **Regulatory Compliance Obligations** (High) – Government regulations, local and state policies and IT standards must be upheld realize appropriate levels of compliance with applicable federal and state laws in all areas of ITS.



7. **Customer Expectations: Modern, mobile-enabled, user-friendly, systems** (High) – Departments and Agencies expect applications that, as well as fulfilling functional needs, are easy to train and use and also readily available.

On the Horizon Strategic Drivers

1. **Business intelligence** (High) – Both Oracle R12 and Taleo/HCM Talent Management Cloud users will require reporting, analysis, and dashboards to fully utilize the data from the new systems.
2. **Regulatory Compliance Obligations** (High) – To stay current with shifting tax laws and be compliant with regulations.

Short Term Goals (0-6 months) 7/1/19 – 12/31/19

#	Goal/Objective	Est. Start	Est. Duration
1	Upgrade Kronos to a Java free version with the latest stable version	7/19	3 months
2	Continual rollout of HCM Talent Management Cloud Learning Mgmt to additional general government departments	7/19	6 months
3	Explore and implement Kronos for additional general government departments who have requested the service	10/19	9 Months

Medium Term Goals (6-18 months) 1/1/20 – 12/31/20

#	Goal/Objective	Est. Start	Est. Duration
1	Implement Kronos for additional MNPS employees per MNPS rollout plan	1/20	6 months
2	Configure Oracle BI in the Cloud to assist users of our Oracle systems in analysis, reporting, dashboards, etc.	1/20	6 months
3	Begin Phase II of MNPS Kronos Advanced Leave Requests	7/20	6 months

Long Term Goals (18-36 months) 1/1/21 – 6/30/22

#	Goal/Objective	Est. Start	Est. Duration
1	Upgrade Oracle R12 for tax and regulatory compliance	7/21	6 months
2	Research options for a cloud-based ERP full functionality to avoid continual multi-million \$ upgrade cycle	7/21	6 months
3	Investigate potential for public-facing systems to utilize a single Metro services ID	7/21	6 months



Related Roadmaps

- hubNashville
- Nashville.gov
- Open Data
- Information Security

Related Resources

- EBS IM Page: <http://im/its/divisions/ebs/index.asp>
- IProcurement IM Page: http://im/its/divisions/iprocurement/iprocurement_services.asp
- Kronos IM Page: <http://im/its/divisions/kronos/index.asp>

